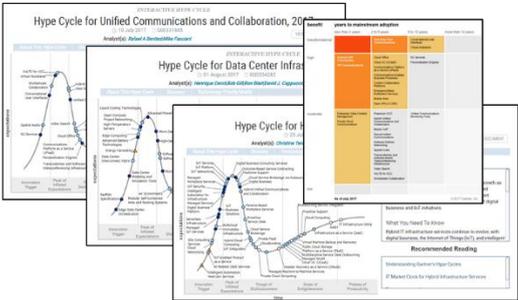


Analysis and Future State Recommendations

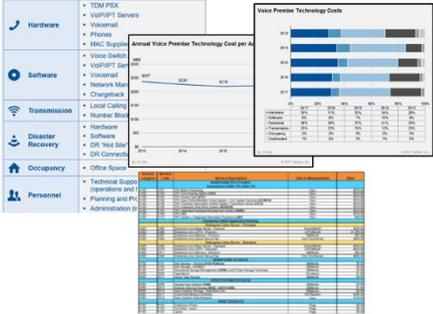
Comprehensive Service/Program Analysis Approach

Gartner completed a service-by-service analysis by leveraging the details outlined in the Current State Inventory section of this report, as well as Gartner Research (highlighting service alignment with industry trends and best practices) and benchmarking data that helps Gartner to assess reasonableness of service pricing compared to peers.

Best Practices



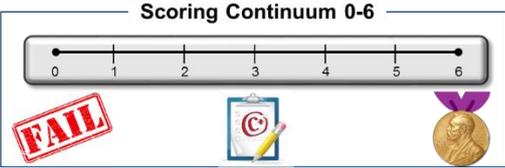
Benchmarking



The data enabled Gartner to complete a scoring exercise for each program and service across a scoring continuum of zero through six.

- Ability to Execute
- Design and Architecture
- Delivery Effectiveness
- Staffing and Funding
- Value Generation
- Customer Value
- Economic Value
- Strategic Value

Each of the six (6) components will be scored independently



Gartner weights each component equally when determining a composite score

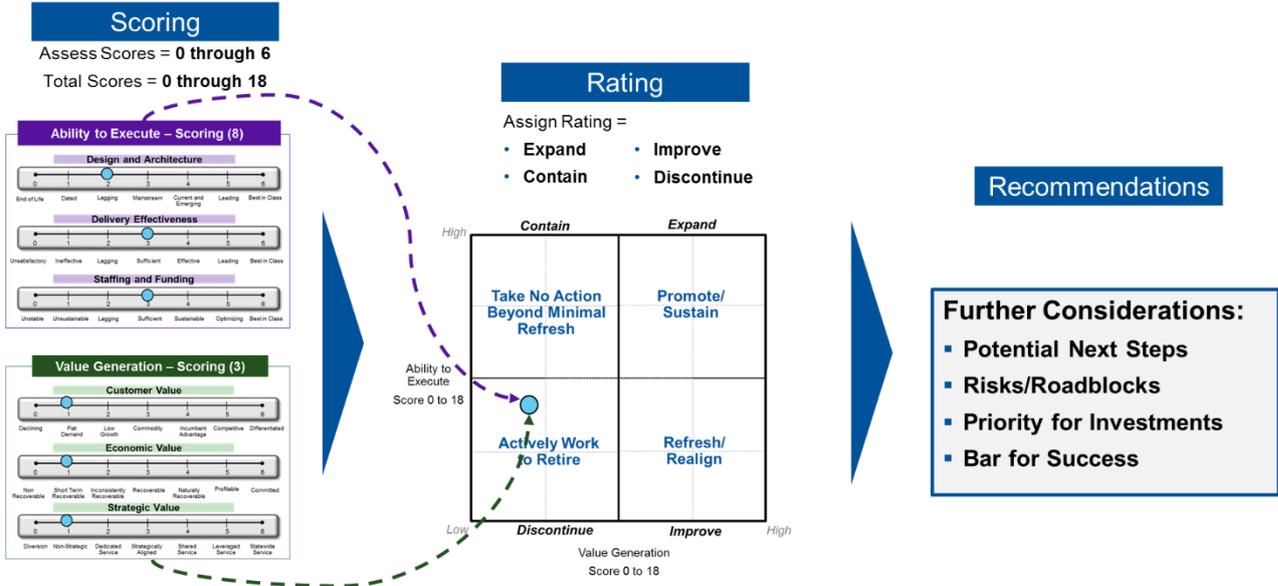
“Ability to Execute” measures:

1. Completeness and appropriateness of service design/ alignment with industry trends and best practices
2. Ability to deliver at required quality levels (availability, performance, responsiveness, etc.)
3. Availability of funding, skills and staffing required to sustain and/or advance the service

“Value Generation” measures:

1. Value of the service in the eyes of customers vs. internal & external options
2. Ability to recover costs (customer billing or state subsidy) while charging a market competitive price
3. Economies of scale or other strategic value generated through consolidated or centralized delivery (e.g., unified network, improved security, etc.)

The scores were then mapped onto a two-by-two matrix and translated into service ratings. The final step was to provide WaTech a recommendation on the path forward.



Additional methodology details are provided in the appendix.

Gartner used the following service categorization framework to enable a more effective review of the services with the intention of beginning to break down delivery silos, rather than reviewing services in the largely service-owner siloed format that was leveraged in the current state inventory portion of the project.

Figure 1. Gartner Service Categorization Framework for the Analysis

IT Programs	Applications	Security & Identity	Workspace	Platform	Network & Telecom
Statewide programs	App dev and support	Security operations and oversight	Desktop computing and messaging	Server, Storage, and DC Hosting	Telephony, data network access and support

The service recommendations provided below have been aligned to this categorization.

An overview of all service/program ratings is provided in the figure below for ease of reference.

Figure 2. Service-by-Service Rating Overview (Review of Services as Currently Delivered)

	IT Programs	Applications	Security & Identity	Workspace	Platform	Network & Telephony
Expand	<ul style="list-style-type: none"> Geospatial Governance Open Data 	<ul style="list-style-type: none"> Web Platform/Design 	<ul style="list-style-type: none"> Active Directory/IAM Secure FTP 	<ul style="list-style-type: none"> WebEx Video Conferencing Wireless (WiFi) 	<ul style="list-style-type: none"> SDC/QDC Colocation 	<ul style="list-style-type: none"> Network – Core/ Transport/ Firewall
	<ul style="list-style-type: none"> OCIO Policy & EA OCIO Oversight TBM Program Geospatial Portal & Imagery WAMAS 	<ul style="list-style-type: none"> ESF – Finance ESF – Budget ESF – HR/Payroll ESF – Enterprise Reporting 	<ul style="list-style-type: none"> Security Leadership in Gov Security Design Review CERT Assessments SOC/Incident Response Vulnerability Assessment SIEM (L&M) Security Gateway/F5 Certification Authority SAW/SEAP 	<ul style="list-style-type: none"> Teleconferencing Mobile Device Mgmt Desktop/LAN 	<ul style="list-style-type: none"> Private Cloud Waserv/Email Vault 	<ul style="list-style-type: none"> PBX/IVR/VoIP DNS/DHCP SSL VPN (Remote Access) Cloud and Office VPN
Improve		<ul style="list-style-type: none"> Governor’s App Support (OFM Enterprise) E-Time 	<ul style="list-style-type: none"> Security Education/Awareness Training 	<ul style="list-style-type: none"> Directory Assistance (citizens) 	<ul style="list-style-type: none"> Mainframe 	<ul style="list-style-type: none"> Switched Long Distance
Contain	<ul style="list-style-type: none"> Video Production Services OneNet 	<ul style="list-style-type: none"> BPaaS (ServiceNow Dev) UX & Accessibility Usability Lab Access Washington JINDEX Project Management Agile Business Analysts 		<ul style="list-style-type: none"> Office 365 Activation Skype Shared Email Enterprise SharePoint 	<ul style="list-style-type: none"> Managed Server Hosting (Legacy) Platform & Connectivity DB Management Services Server Support Services Storage Backup 	<ul style="list-style-type: none"> Centrex Citrix Edge
Discontinue*						

Rating Key	Definition	Ability to Execute	Value Generation
Expand	Promote and Sustain	High	High
Improve	Realign and Refresh	Low	High
Contain	Limited Action Beyond Minimal Refresh	High	Low
Discontinue*	Actively Work to Retire or Transition	Low	Low

* The discontinued category includes some services where Gartner recommends shifting the resources, e.g., discontinuing external delivery of Project Management as a Service and refocusing effort as an internal delivery capability, transitioning resources and responsibilities for JINDEX and OneNet to other agencies that support the primary business capabilities, etc. Summary details for each service are provided on the following pages.

Network and Telephony Analysis and Recommendations

This section includes the following services:

1. Switched Long Distance
2. Centrex
3. PBX/VoIP/IVR
4. Citrix Edge
5. SSL VPN (Remote Access)
6. Cloud and Office VPN
7. Network – Core/Transport/Firewall
8. DNS/DHCP

1. Switched Long Distance

The service definition for Switched Long Distance is provided in the Current State Inventory section of this report under the Telephony subsection.

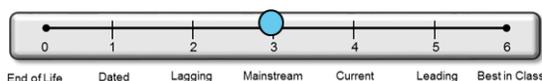
Gartner Service Evaluation

Switched Long Distance – Ability to Execute

10 out of 18

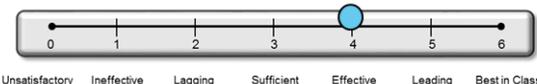
Scores

Design and Architecture



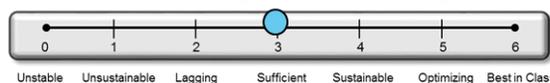
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



4 – Effective: well developed standardized processes followed, customer expectations consistently met (for responsiveness and performance), performance targets are consistently reported and meaningful to customers and includes basic process workflow

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Manage pin-based dial in codes for individual LD user accounts.
- Service does not include some key features like free in state dialing, except PBX/VoIP customers get “free” on-net dialing over the data network.

- No issues with delivery quality.
- Reasonable processes for billing and account management, although with the declining cost of long distance, cost of collecting and allocating LD costs will start to become a significant upcharge on the total cost.

- Providing long distance with account pin codes is a labor intensive offering (takes about 4 FTEs to manage the service that includes over 68k dialing codes).

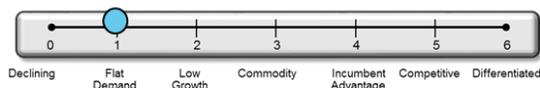
Gartner Service Evaluation

Switched Long Distance – Value Generation

9 out of 18

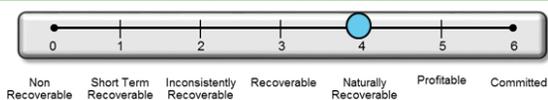
Scores

Customer Value



1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



4 – Naturally Recoverable: WaTech is able to price the service for full recoverability, including refresh/replacement of components and evolution of components over multiple biennia

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customers view the service as expensive due to 100% long distance markup over carrier rates, as customers move off other telephony services they have stated an intention to move away from LD as well.
- Billing decreased from FY16 to FY17 and is forecasted to be flat in FY19
- Agencies do not believe the markup is reasonable but most stated they would continue to leverage the service unless they migrate away from PBX/VoIP.

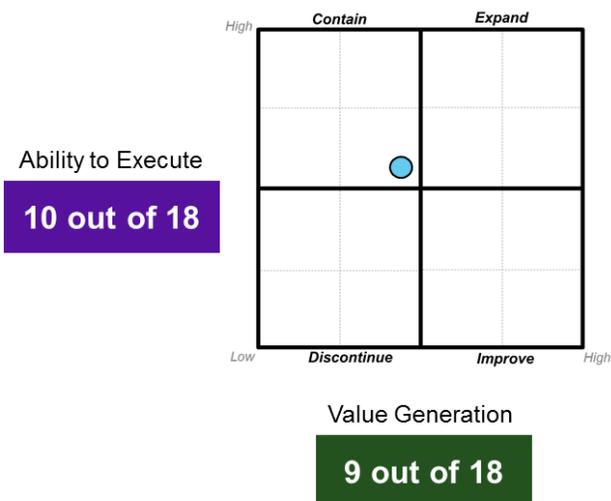
- Historically WaTech has been able to mark this service up 100% (i.e., double the carrier rates).
- Carrier billed rate is \$.027/minute; WaTech average billed rate is \$.0425/minute. Gartner benchmark peer average is \$.0304/minute.

- Commonly delivered as an enterprise service in order to maximize negotiating leverage with the vendor and to control fraud/abuse which otherwise might go unnoticed.

Gartner Service Evaluation

Switched Long Distance – Rating and Recommendations

Rating = **Contain**



Further Considerations:

▪ Potential Next Steps:

- Evaluate opportunities to reduce delivery costs, including impact of pin code and billing management on pricing.
- Assess ROI of pin code and billing management.
- Continue to explore opportunities to negotiate flat rates with long distance carriers given move to SIP trunking.

▪ Risks/Roadblocks:

- Loss of customer base will impact the ability to recover staffing cost.
- Demand for this service is coupled to the future of PBX/VoIP.

▪ Priority for Investments:

- Need to focus on migrating existing PBX customers to VoIP and retaining their business.

▪ Bar for Success:

- Reduction in per minute pricing of long distance (and reduction in markup over carrier rates) to be more in line with benchmark.

2. Centrex

The service definition for Centrex is provided in the Current State Inventory section of this report under the Telephony subsection.

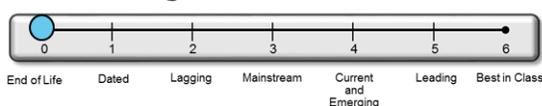
Gartner Service Evaluation

Centrex – Ability to Execute

6 out of 18

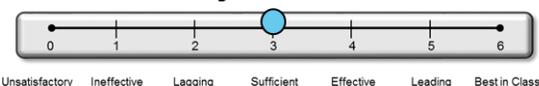
Scores

Design and Architecture



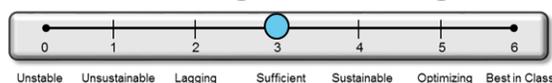
0 – End of Life: out of date architecture, limited viability, no easy/clear path forward to upgrade capabilities

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- WaTech adds a light services wrapper around brokered carrier services.
- WaTech manages CenturyLink Centron tool that enables agency self-service and similar features as provided through PBX services.
- Carriers are no longer actively marketing or improving services (carriers are driving customers to their own managed VoIP services as an alternative in anticipation of regulation changes that will enable them to discontinue legacy Centrex services).

- Mature service with established processes (WaTech's role is limited to vendor management and billing).
- WaTech monitors and reports on service level objectives across all telephony services (30 days per project, 3 business days per MAC request, and 5 days to resolve incidents). WaTech has met the SLOs over the course of the last year.

- More than sufficient staffing (3 FTEs there are around 2k lines/FTE).
- Sufficient funding to maintain service at current level of service now, though as usage drops pressure to reduce staffing may become acute.
- Recent price increases, while substantial, will barely cover costs longer term given rapid forecasted decline in service and constant forecasted cost.

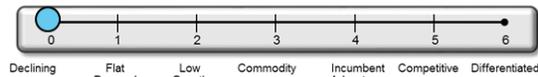
Gartner Service Evaluation

Centrex – Value Generation

4 out of 18

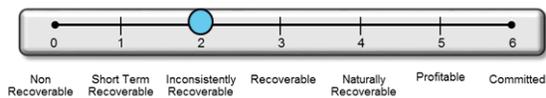
Scores

Customer Value



0 – Declining: Key customers have stated their intention to transition away from the service due to the availability of lower price and/or higher quality alternatives in the marketplace

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

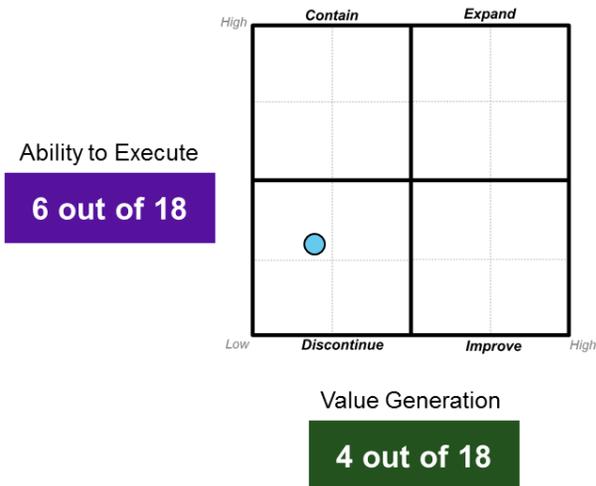
Details

- WaTech viewed as not cost competitive with external options.
 - Existing customers don't perceive significant WaTech value add or substantial transition risk.
 - Customers are not happy with recent WaTech pricing simplification effort which effectively doubled the costs for most customers.
-
- Large recent price increase (that nearly doubled the average line rate paid by customers) was required to return the service to profitability.
 - WaTech delivery costs expected to rise from \$33.42 line/month to \$45.15 in FY19 as usage drops off (over 20% markup on costs WaTech pays to carriers) and also high compared to Gartner voice benchmark which is \$23/line/month across other western region providers.
 - Given anticipated decline in demand for this service, it will be unprofitable in FY19 and beyond.
-
- Only specific use cases (elevators, fax, etc.) require Centrex lines
 - WaTech does not gain sufficiently low pricing to offer efficiencies of scale, and agencies are not mandated to use WaTech.

Gartner Service Evaluation

Centrex – Rating and Recommendations

Rating = **Discontinue**



Further Considerations:

▪ Potential Next Steps:

- Given forecasted decline in agency demand, and the anticipated future carrier discontinuance of Centrex, WaTech should look to get out of the business sooner rather than later to refocus on other services. WaTech should work with DES to establish a statewide master contract for Centrex that agencies can leverage to buy directly as agency customers will continue to have a requirement for edge cases (fax, elevator, etc.).
- Once master contract is available to agencies, WaTech should actively work to discontinue service by transitioning vendor and provisioning management responsibilities to the agencies or encourage agencies to use more modern telephony services (e.g., VoIP/PBX) where feasible.
- Develop a smooth transition process. Continue raising the price, rather than, or in addition to, establishing a service cutoff date.

▪ Risks/Roadblocks:

- Some agencies may have difficulty doing this work for themselves, and CenturyLink customers will lose self-service features of Centron.

▪ Priority for Investments:

- Work to position PBX/VoIP services as the preferred alternative to capture as many Centrex customers as possible (will require PBX service improvement).

▪ Bar for Success:

- Develop a time-phased migration plan that is agreed by customers.
- Limit losses as customers migrate off service by repurposing/reducing staff as appropriate.

3. PBX/VoIP/IVR

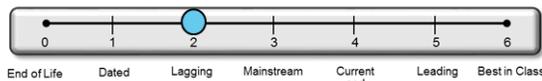
The service definition for PBX/VoIP/IVR is provided in the Current State Inventory section of this report under the Telephony subsection.

Gartner Service Evaluation PBX/VoIP/IVR – Ability to Execute

8 out of 18

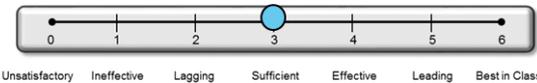
Scores

Design and Architecture



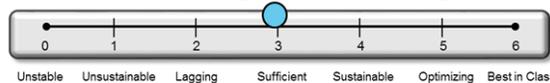
2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – **Sufficient**: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – **Sufficient**: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Aging infrastructure which requires transformational investment which most states have made at an enterprise level.
 - Supporting multiple premise-based technologies.
 - Current voice transformation strategy fails to consider a wider Unified Communications and Collaboration opportunity.
- Reasonably mature processes but have pushed a lot of work down to the agencies.
 - Opportunities for improvement around incident management, outage communications/ root cause analysis.
 - Opportunity to simplify pricing and offer postalized per seat pricing vs. unique and changing per seat pricing for each site.
- Current VoIP transformation approach is designed to avoid major capital investments and extend the life of existing legacy investments.
 - Challenged to complete the VoIP transformation which may be exposing the state to additional risks and cost.
 - Roughly 1800 lines/FTE is low compared to peers, though WaTech is dedicating a large number of resources to ongoing upgrades and conversions.

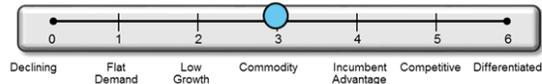
Gartner Service Evaluation

PBX/VoIP/IVR – Value Generation

10 out of 18

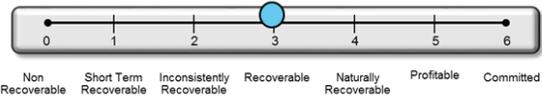
Scores

Customer Value



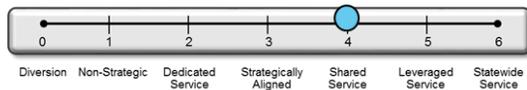
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customers believe they are paying a premium price for a legacy product where other options are available on the market.
- Confusion around price model transparency (same building/same circuit/same PBX ends up with different per seat pricing).
- Gartner benchmark data indicates that WaTech's price is higher than peers for both IVR and PBX services.

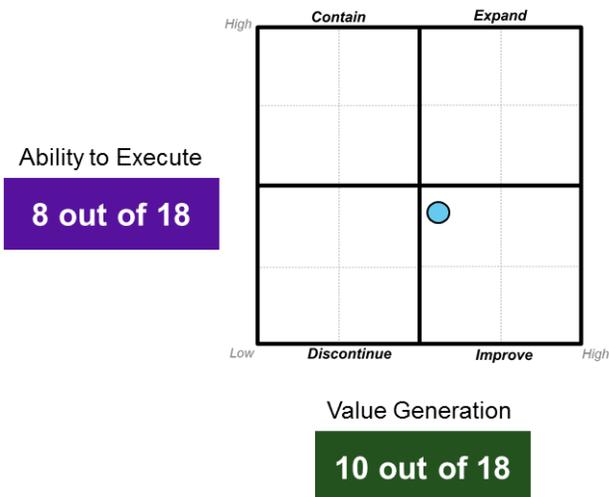
- WaTech's ability to price for recovery is high in the short to medium term.
- Longer term, large customers have external and internal options (several have stated an intention to discontinue WaTech's service).
- Moving from legacy voice services to more modern SIP trunking.

- Often delivered centrally as a shared service particularly once the transition to VoIP is made due to the need for integration with applications, networks, and UCC.

Gartner Service Evaluation

PBX/VoIP/IVR – Rating and Recommendations

Rating = **Improve**



Further Considerations:

▪ Potential Next Steps:

- Partner with key customers to develop a statewide IP Telephony Transformation strategy and obtain buy-in and funding from state leadership.
- Even if WaTech does not receive additional funding for a statewide investment, WaTech still needs to establish a customer-driven strategy for moving forward with VoIP implementation.
- Simplify cost model and get down to a per phone per month charge (possibly metro versus non-metro rates).

▪ Risks/Roadblocks:

- Losing customers will reduce economies of scale and further delay transformation activities and deprecate services.
- Aging equipment will require higher maintenance cost with increasing failures with a longer phased transformation.

▪ Priority for Investments:

- Architectural assessment and strategy development.

▪ Bar for Success:

- Get costs down to something comparable to benchmarks.
- Get to a modern telephony/UCC solution within next 3-5 years.

4. Citrix Edge

The service definition for Citrix Edge is provided in the Current State Inventory section of this report under the Access & Security subsection.

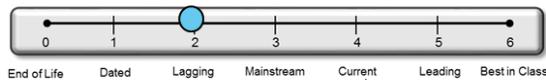
Gartner Service Evaluation

Citrix Edge – Ability to Execute

2 out of 18

Scores

Design and Architecture



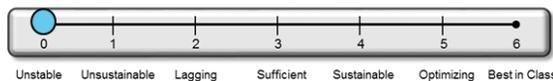
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



0 – Unsatisfactory: processes not defined and controls not in place, performance targets not defined or tracked

Staffing and Funding



0 – Unstable: lacking critical skills and funding to maintain current operations at service levels acceptable to the customer

Details

- Aging infrastructure due for a refresh.
- No disaster recovery capability as the NetScaler solution is only located in the primary data center.
- Planned sunset date of June 2018.

- No delivery performance details were provided for this service, though WaTech does not have the expertise needed for effective service delivery, and is instead dependent on ad-hoc support from the remote services team that supports other remote access solutions.

- No staff are dedicated to delivery of Citrix Edge.
- The last Citrix SME left CTS in May 2014.

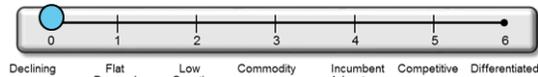
Gartner Service Evaluation

Citrix Edge – Value Generation

7 out of 18

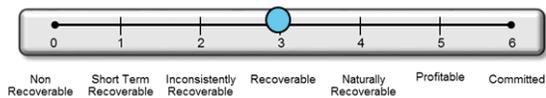
Scores

Customer Value



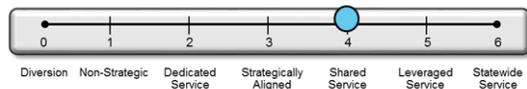
0 – Declining: Key customers have stated their intention to transition away from the service due to the availability of lower price and/or higher quality alternatives in the marketplace

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

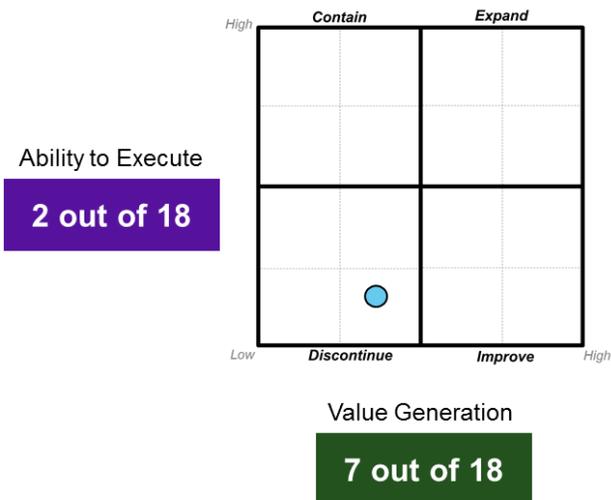
Details

- Low usage making up just 2% of the revenue and 3% of the user base for remote access services.
- There are just four remaining customer agencies: ATG, DNR, LOT, and DES. WaTech is working with these agencies to define migration plans in order to shut down the service.
- Pricing is in-line with peers.
- It's difficult to fully assess cost of delivery given combination of SSL VPN and Citrix remote access services. Service is profitable but that seems to be in part related to understaffing.
- Citrix Edge is commonly provided as a shared service by state shared services organizations.
- Agencies tend to have similar requirements that can be solved once/ solved for all.

Gartner Service Evaluation

Citrix Edge – Rating and Recommendations

Rating = **Discontinue**



Further Considerations:

- **Potential Next Steps:**

- Collaborate with remaining customers to define a migration plan to meet their requirements and minimize risk associated with ending service offering.

- **Risks/Roadblocks:**

- Agency business requirements may impact timing of migrations.

- **Priority for Investments:**

- Customer migrations.

- **Bar for Success:**

- All customers fully migrated without any major/unmanaged impacts to government business.

5. SSL VPN (Remote Access)

The service definition for SSL VPN (Remote Access) is provided in the Current State Inventory section of this report under the Access and Security subsection.

Gartner Service Evaluation

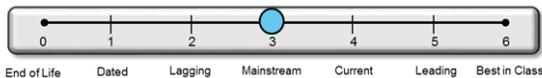
SSL VPN – Ability to Execute

9 out of 18

Scores

Details

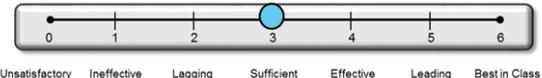
Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

- Offering includes hard and soft tokens, as well as certificate-based authentication options.
- Disaster recovery solution has not been fully implemented for SSL VPN.

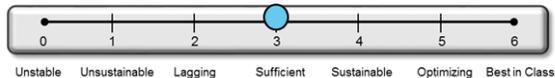
Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

- Performance management practices are not well defined for this service.

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

- 3 dedicated staff plus additional part-time support from others (total direct/in-direct under half a dozen).
- After Citrix is discontinued and as customers shift from hard to soft tokens the service will be better positioned from a funding perspective.
- Staffing limitations have contributed to delays in implementing disaster recovery capability.

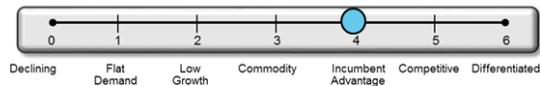
Gartner Service Evaluation

SSL VPN – Value Generation

12 out of 18

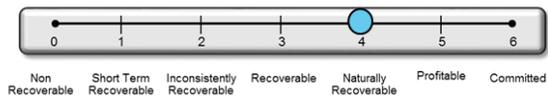
Scores

Customer Value



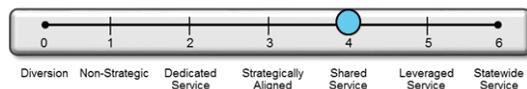
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



4 – Naturally Recoverable: WaTech is able to price the service for full recoverability, including refresh/replacement of components and evolution of components over multiple biennia

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Generally meets customer requirements though some dissatisfaction with price and billing practices (which is partially due to historical communication challenges related to service definition and pricing).
- A service that agencies plan to continue using or plan to expand usage.

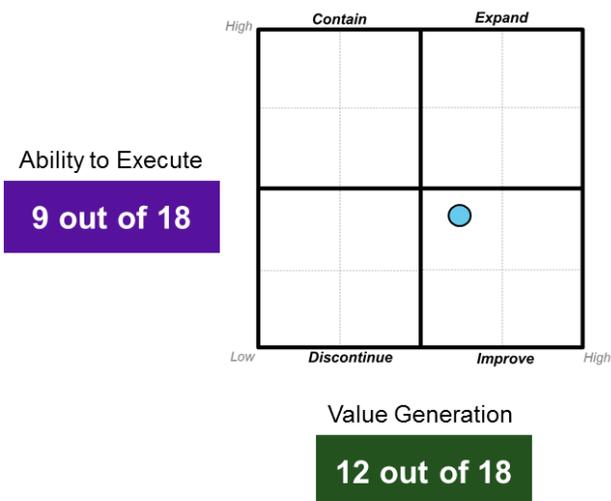
- Pricing is in-line with peer providers.
- WaTech has been able to fund a refresh and is moving forward with an investment in a DR capability.

- SSL VPN is commonly provided as a shared service by state shared services organizations.
- Agencies tend to have similar requirements that can be solved once/ solved for all.

Gartner Service Evaluation

SSL VPN – Rating and Recommendations

Rating = **Improve**



Further Considerations:

▪ Potential Next Steps:

- Complete configuration of DR capability (critical priority given important of remote access service during a disaster situation).
- Document processes and define metrics for reporting (e.g., comparative availability of soft and hard tokens, and certificates underpinning the SSL VPN service).
- Develop a strategy for encouraging greater and more rapid adoption of soft tokens (e.g., potentially passing back some additional savings to the customer to encourage further adoption).

▪ Risks/Roadblocks:

- Customers may want to continue leveraging hard tokens given familiarity with existing solution.

▪ Priority for Investments:

- Implementation of disaster recovery.

▪ Bar for Success:

- Disaster recovery is implemented without substantially impacting quality of delivery (e.g., time to issue new token, etc.).

6. Cloud and Office VPN

The service definition for Cloud and Office VPN is provided in the Current State Inventory section of this report under the Data Network subsection.

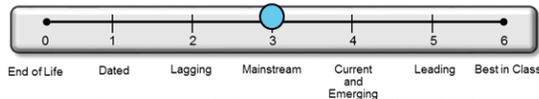
Gartner Service Evaluation

Cloud and Office VPN – Ability to Execute

9 out of 18

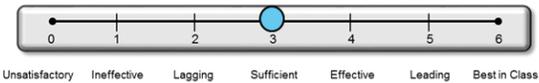
Scores

Design and Architecture



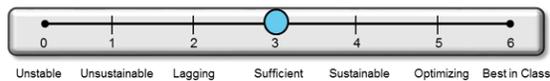
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Includes support of an Office/VPN concentrator that enables customers to connect to the SGN from remote locations (customer must purchase and manage their own ISP connection in order to take advantage of this service).
- Future shifts to the public cloud will deemphasize importance of this service with the implementation of cloud highway in the near term, and eventual shift away from practice of routing all traffic through data centers to access the public cloud longer term (shift in emphasis from security perimeter to security controls).
- Recently upgraded to 10GB (in SDC only) in anticipation of future growth
- Customers leveraging service as primarily SGN connection require manual intervention to restore routes to QDC if SDC becomes unreachable.
- WaTech reports on Office/Cloud VPN concentrator availability but does not provide any additional details on service quality.
- Unclear whether current VPN infrastructure has the capacity and redundancy to scale to support large movement of services to cloud or extensive use as back up connectivity for office locations.
- About 2 FTEs directly support this service.
- There is sufficient funding to refresh components before end of life, but not for a major overhaul of the offering.

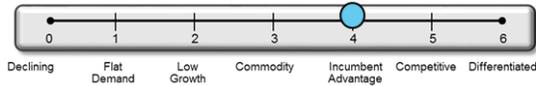
Gartner Service Evaluation

Cloud and Office VPN – Value Generation

11 out of 18

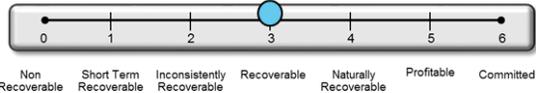
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Agencies appreciate this offering as a welcome alternative and lower cost approach versus the allocation.
- Agencies stated frustration with degraded service quality (agencies are responsible for purchasing ISP connections and may not always be clear on degradation due to the ISP versus WaTech. WaTech provides reports on VPN concentrator availability but does not provide any additional performance reports including details like peak simultaneous connections and encryption throughput, etc.).

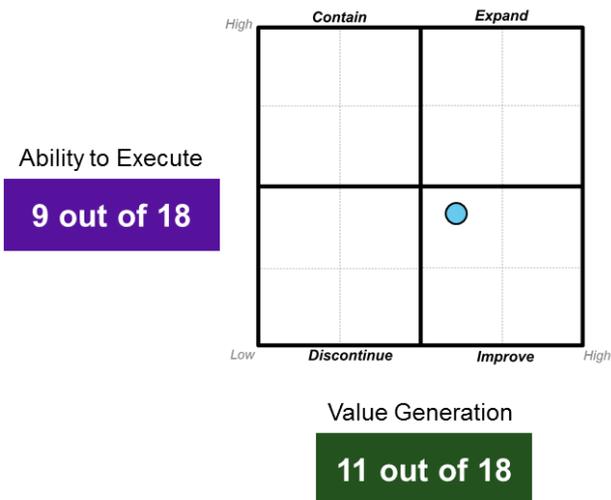
- Recent pricing adjustments enable cost recoverability.

- Critical shared service for WaTech to provide given WaTech’s responsibility for network security.

Gartner Service Evaluation

Cloud and Office VPN – Rating and Recommendations

Rating = **Improve**



Further Considerations:

▪ Potential Next Steps:

- Assess customer requirements for future use of service and conduct a gap analysis to ensure architecture will meet needs.
- Plan to better integrate cloud and office VPN services into broader set of network services.
- As the cloud highway is implemented identify ideal use cases for how this offering fits in the portfolio and develop customer communication materials that educates them on best ways to leverage the available offerings.

▪ Risks/Roadblocks:

- Adding this service into the allocation chargeback model without addressing customer requirements for greater agility/flexibility in removing sites will likely be poorly received by customers.

▪ Priority for Investments:

- Network service plan development.

▪ Bar for Success:

- Management of a service portfolio that meets customer requirements and provides services at a best value for the state.

7. Network – Core/Transport/Firewall

The service definition for Network – Core/Transport/Firewall is provided in the Current State Inventory section of this report under the Data Network subsection.

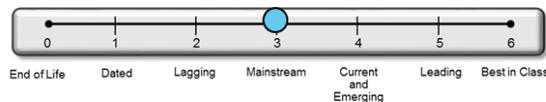
Gartner Service Evaluation

Network – Core/Transport/Firewall – Ability to Execute

10 out of 18

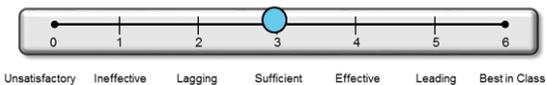
Scores

Design and Architecture



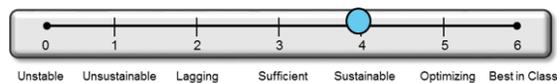
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



4 – Sustainable: staffing and funding sufficient to maintain service, refresh aging components, and modernize/ improve service over time. Full complement of resources and critical skills sets

Details

- Mainstream network architecture delivering significant amount of bandwidth with appropriate redundancy of key backend services and components.
- Behind on adoption of network configuration automation.
- Behind in planning for movement of services from the DC to cloud.
- Need for additional cost effective connectivity/redundancy options.

- Reasonably mature processes (e.g., 24x7 monitoring, firewall rule changes, network configuration changes, etc.).
- Significant customer dissatisfaction with provisioning and troubleshooting problems, particularly with availability/MTTR outside of the SMON.
- Reported service metrics are not aligned to customer experience.

- Staffing is roughly in-line with Gartner benchmark data.
- Sufficient availability of funds to refresh and modernize core and edge infrastructure (which is underway).

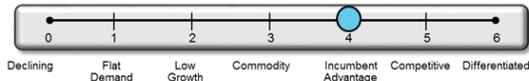
Gartner Service Evaluation

Network – Core/Transport/Firewall – Value Generation

16 out of 18

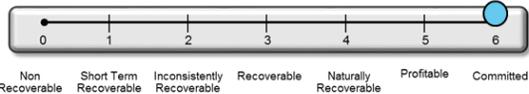
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

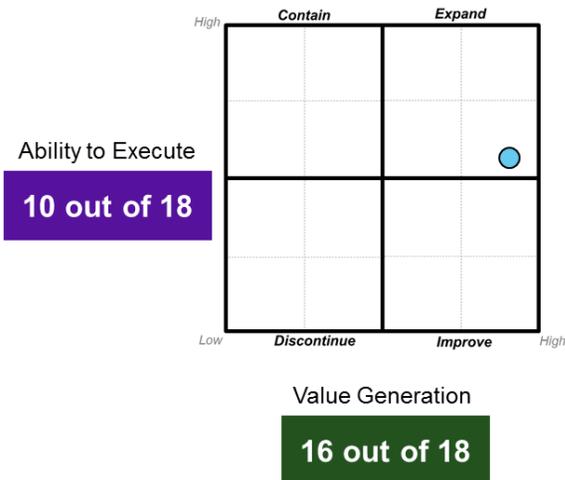
Details

- Agencies view WaTech WAN services as a critical enabler though there are some frustrations, particularly around circuit procurement timelines, reliability of remote office network connectivity and communication/customer service.
 - Customers anticipate expanding their use of WaTech services however, the inflexibility of the new allocation chargeback is a challenge for some agencies (new locations are charged but site closures do not result in savings), though allocation has also funded improvements like 1/3 of network upgrades
 - Some agencies expressed a desire to have next generation capabilities for firewall, which is not included in current service.
- State has made critical investments in WAN core, data center LAN, and transport services, decentralizing this service is not really an option.
 - Managed firewall is now grouped in with network allocation (historically part of the security infrastructure allocation).
- WAN services (particularly the SMON, campus fiber network, and the data center LAN) must be delivered as a shared service. It does not make sense strategically to take any other approach.

Gartner Service Evaluation

Network – Core/Transport/Firewall – Rating and Recommendations

Rating = **Expand**



Further Considerations:

▪ Potential Next Steps:

- Assess customer requirements (e.g., next gen firewall capability, enabling greater flexibility in adding removing office locations, etc.), develop a customer driven strategy long-term investment plan/ product features roadmap, and balance needs across other overlapping offerings (e.g., WaTech offers next gen firewall features such as IDS/IPS, DDoS, Proxy thru competing services).
- Assess needed adjustments to chargeback approach that enables agencies to execute business at best value for the state (e.g., move to a simplified FFS model, or if remaining with allocation, move to an all inclusive model that enables more agile site reduction, work with agencies to add networking considerations early in site evaluation processes to ensure agencies pick locations compatible with best value to state).
- Establish a plan for periodic benchmark to ensure costs remain appropriate over time (particularly critical if remaining with allocation approach for chargeback).

▪ Risks/Roadblocks:

- Inadequate funding stream to continue with further investment in network improvement.
- Customer requirements for additional firewall capabilities (next generation) may not align with willingness/ability to pay for the additional features.

▪ Priority for Investments:

- Develop customer-driven network investment plan.

▪ Bar for Success:

- Customer service orientation drives higher customer satisfaction.

8. DNS/DHCP

The service definition for DNS/DHCP is provided in the Current State Inventory section of this report under the Access & Security subsection.

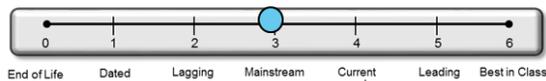
Gartner Service Evaluation

DNS/DHCP – Ability to Execute

7 out of 18

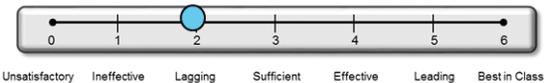
Scores

Design and Architecture



3 – **Mainstream**: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – **Lagging**: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Virtualized appliance solution (BlueCat).
- Three servers in SDC and three in QDC (two internal servers, two external recursive servers, and two external non-recursive servers).
- Mutual backup agreement with another state replicating external zones to them, and vice versa.

- No self-service associated with this service.
- Agencies must contact the service desk to submit requests and notify WaTech of incidents.

- Supported by existing WaTech InfoSec (about a half FTE) which is insufficient for anything beyond minimally supporting existing service (e.g., no available staff to engineer a self-service solution).
- Recently pushed into Network allocation which has chargeback mechanism that is unrelated to the security workload volume.

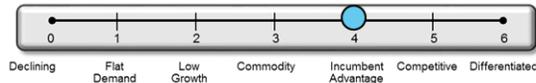
Gartner Service Evaluation

DNS/DHCP – Value Generation

11 out of 18

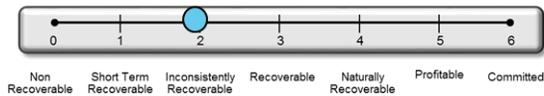
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

Details

- No customer feedback provided.
- No details on customer usage provided (e.g., DHCP scopes, # of internal/external managed domain names, etc.).
- However, DNS/DHCP is something that agencies should be acquiring from WaTech.

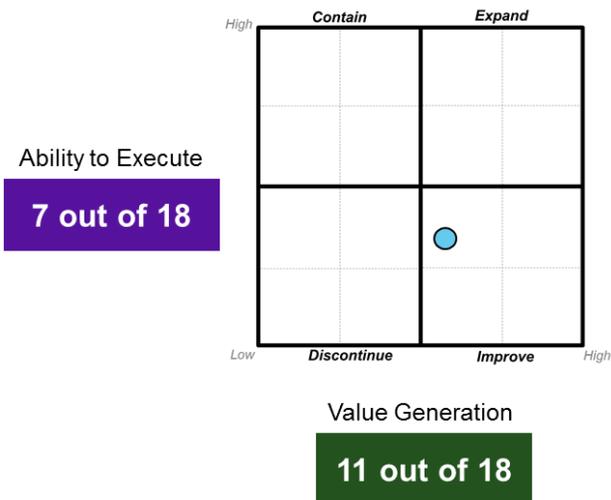
- Historical recoverability difficult to fully understand given historical combination of many services under one code/allocation (Managed Firewall, DNS, VA, L&M, Cert. Security, Security Design Review, Strong Authentication) / changes in accounting when OCS budget was separated.

- WaTech leverages a key agreement with another state along with a shared set of appliances to deliver this typical leveraged shared service.

Gartner Service Evaluation

DNS/DHCP – Rating and Recommendations

Rating = **Improve**



Further Considerations:

▪ Potential Next Steps:

- Assess availability of skills and staffing to support the service.
- Develop a long-term cost model that incorporates potential improvements, like self-service and automation.
- Update cost tracking and chargeback in order to drive better transparency and ensure appropriate availability of staffing and funding.

▪ Risks/Roadblocks:

- Limited availability of funds and staff to complete assessment and planning efforts.

▪ Priority for Investments:

- Cost modeling.
- Self-service features implementation (drive greater efficiency and reduce dependence on staff for delivery).

▪ Bar for Success:

- Service management plan is defined (reduced risk to successful long-term delivery of service).

Platform Services Analysis and Recommendations

This section includes the following services:

1. SDC/QDC Colocation
2. Mainframe
3. Backup
4. Storage (SAN/NAS)
5. WaServ/Email Vault Storage
6. Server Support Services
7. DB Management Services
8. Managed Server Hosting (Legacy)
9. Platform & Connectivity (“Nutanix/Gov”)
10. Private Cloud

1. SDC/QDC Colocation

The service definition for SDC/QDC Colocation is provided in the Current State Inventory section of this report under the Hosting Colocation subsection.

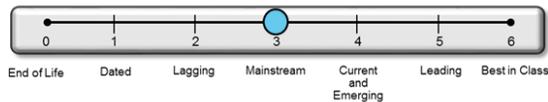
Gartner Service Evaluation

SDC/QDC Colocation – Ability to Execute

10 out of 18

Scores

Design and Architecture



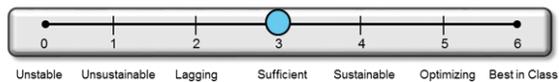
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



4 – Effective: well developed standardized processes followed, customer expectations consistently met (for responsiveness and performance), performance targets are consistently reported and meaningful to customers and includes basic process workflow

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Facilities include a Tier III data center (SDC) and the addition of disaster recovery data center (QDC).
- Design does not include many current practices (e.g., modular architecture, power zones, slab construction, etc.) that were emerging at the time the DC was designed.

- Well defined processes that are documented and followed (physical security, maintenance, etc.).
- Monitoring and reporting on performance, in line with customer needs.

- Funding is not available for upgrades and equipment replacement
- Minimal depth of staffing required for operations.

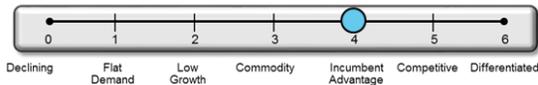
Gartner Service Evaluation

SDC/QDC Colocation – Value Generation

16 out of 18

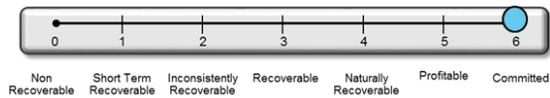
Scores

Customer Value



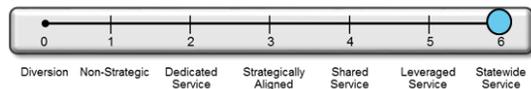
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Agencies are mandated to use the state data center, though public cloud is also an accepted alternative.
- Customers perceive colocation services to be reasonably priced and high quality.

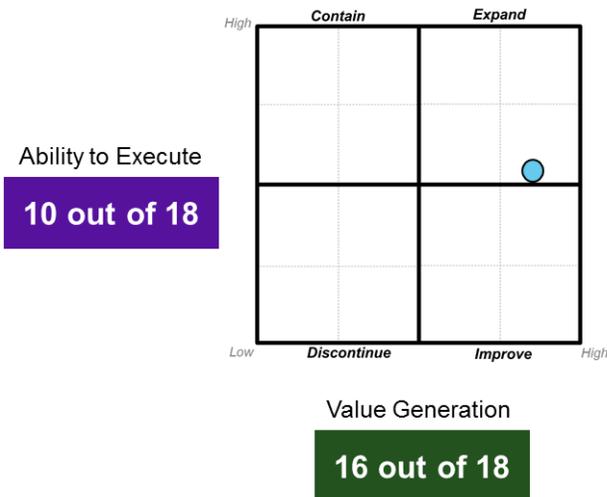
- Due to heavy prior investment (and no ability to divest), the state is bound to subsidizing delivery in order to incentivize agency behavior that maximizes the value in state investment.
- Not recoverable at current price point. Current price is highly competitive with the market.

- OCIO has mandated agency use. This is a critical statewide service.

Gartner Service Evaluation

SDC/QDC Colocation – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Expand marketing of service and aggressively follow up on waivers to ensure maximum use of facility.
- Select additional action(s) to enable recoverability (small price increase, adjusted rate model – e.g., cabling as a FFS, additional state subsidy).

▪ Risks/Roadblocks:

- Some agencies do not want to adopt WaTech colocation services, further incentive (price reduction through subsidy) and/or more forceful mandate will be required to substantially expand adoption.

▪ Priority for Investments:

- State should provide subsidies on an ongoing basis to incentivize customer migrations.

▪ Bar for Success:

- Shut down additional agency run data centers.

2. Mainframe

The service definition for Mainframe is provided in the Current State Inventory section of this report under the Hosting Mainframe subsection.

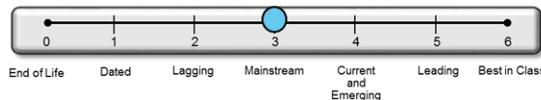
Gartner Service Evaluation

Mainframe – Ability to Execute

10 out of 18

Scores

Design and Architecture



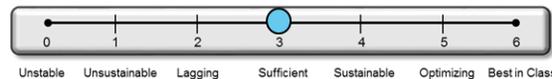
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



4 – Effective: well developed standardized processes followed, customer expectations consistently met (for responsiveness and performance), performance targets are consistently reported and meaningful to customers and includes basic process workflow

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Typical mainframe configuration that is optimized for a somewhat larger workload. Storage infrastructure is shared with the distributed system and is end of life. Dedicated VTL system for archival, also EOL.
- Other departments have their own mainframes, separate from WaTech
- There is no agreed, long term statewide strategy for dealing with the decline of mainframe processing likely to happen over the next 3-7 years.

- Mature service with well understood processes and a skilled staff.
- Not all processes are well documented which has become apparent as long-time staff retire and are not replaced sometimes without the opportunity to fully train their replacements.
- Customers are reporting decreased service levels (responsiveness, errors, delays) likely due to staff reductions and loss of institutional knowledge.

- Gartner and ISG benchmarks indicate that costs are in-line with peers, with some variations.
- Legacy chargeback rates, “special deals” and “discounts” make funding opaque. As agencies move off the mainframe, OFM has stepped in with funding allocations to make for gaps. This may not be sustainable.
- Staff reductions are impacting service delivery.
- Gaps in mainframe leadership due to retirements.

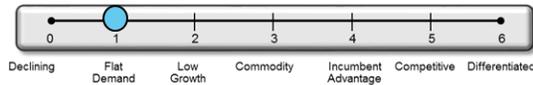
Gartner Service Evaluation

Mainframe – Value Generation

8 out of 18

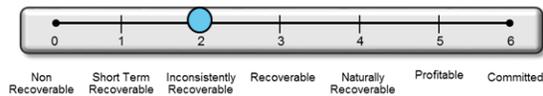
Scores

Customer Value



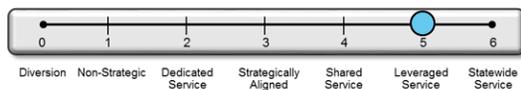
1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

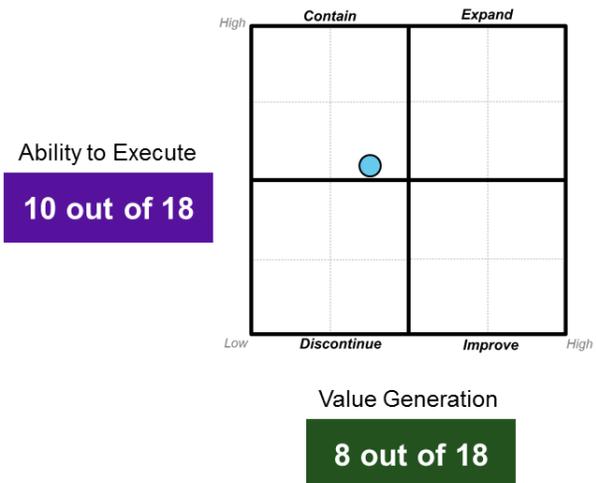
Details

- Customers are wary of the cost and service level implications of being one of the last mainframe users.
 - They have plans to migrate off the platform, though many of these plans are not well-defined, committed by the agency or funded.
 - Some customers may accelerate their re-platforming plans to mitigate this risk while not necessarily replacing their systems.
- Current volume discount pricing and “special deals” combined with declining usage has resulted in inconsistent cost recovery which has required price support from OFM (which is effectively a state subsidy for this service).
 - There is a significant risk that this service will continue to need further subsidies as more agencies migrate away from it.
- The systems which run on the mainframe are extremely important to the State.
 - Having the State own and operate the underlying platform is not Strategic.
 - Some States have outsourced their mainframe processing to 3rd parties not so much to reduced near term costs, but rather to provide a more graceful path for migrating away from mainframe centric applications.

Gartner Service Evaluation

Mainframe – Rating and Recommendations

Rating = **Contain**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Develop a Statewide Mainframe migration strategy/roadmap which includes buy-in and commitment from mainframe stakeholders (WaTech, One Washington, WaTech MF Customer Agencies) and agencies that operate their own mainframes.
- Develop a sourcing strategy that will provide best value to the state (leverage the RFP process to identify most effective way for containing mainframe costs as agencies exit the service).

▪ Risks/Roadblocks:

- Staff impacts, complications around software contracts. Current system requires replacement.
- Mainframe Strategy, Mainframe Sourcing Strategy and RFP for Outsourced Services.
- Funding required to enable risk reduction is not currently known.

▪ Priority for Investments:

- Executing a procurement that provides best value to the state for total cost of ownership.

▪ Bar for Success:

- Customer agencies define migration plans and commit to migration goals. Legislature and executive leadership endorses and funds these plans.
- Enable phased decline of service without substantial increase in cost and risk to specific agencies and the state as a whole.

3. Backup

The service definition for Backup is provided in the Current State Inventory section of this report under the Hosting Storage subsection.

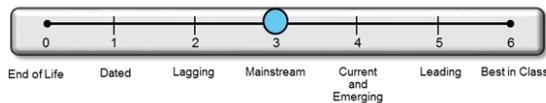
Gartner Service Evaluation

Backup – Ability to Execute

7 out of 18

Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- EMC Avamar backup solution still mainstream but some current technology requires updating/refreshing.
- Agency self-service capabilities not available.
- WaTech is supporting multiple backup solutions (Data Domain for PCS environment).

- KPI's beyond what is required for billing, not identified or tracked.
- Not all processes are well defined or consistently followed.
- There have been situations where files have not been backed or they were not able to be restored as expected or within a reasonable time.

- As a result of attrition and cost-cutting, WaTech has only a single individual supporting this service and this individual has limited Avamar skills/experience.

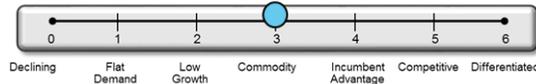
Gartner Service Evaluation

Backup – Value Generation

6 out of 18

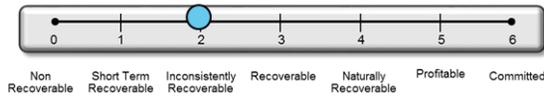
Scores

Customer Value



3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Perceived as an expensive mandatory, add-on service, customers typically don't see this as a competitive stand-alone offering (managed servers and private cloud customers are the primary user of back up services).
- Mainframe has its own separate backup service that uses VTS capabilities.
- Some of the WaTech and agency servers located in the QDC or SDC also leverage this service.

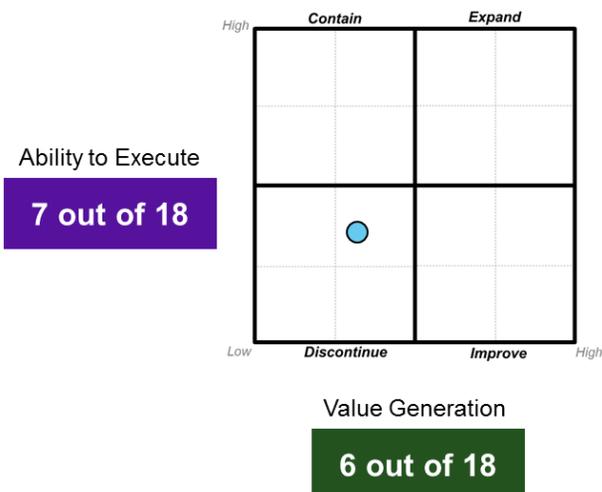
- Insufficient recovery to cover anticipated technology lifecycle refresh costs.
- Gartner benchmark identifies the service as well above the price points paid under similar circumstances (3 times higher rate than average peers).
- Gartner analysis further indicates that lack of scale in this offering together with higher than normal personnel costs and storage costs are driving the cost discrepancy.

- Providing backup as a stand-alone offering is not a strategic offering for WaTech and distracts from efforts to make other critical services (e.g., private cloud) more comprehensive and cost competitive.

Gartner Service Evaluation

Backup – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Evaluate best approach for re-architecting service as a feature (e.g., private cloud feature) rather than a separate service that's independently tracked and managed.
- Need to modernize the capability, add self-service restoral capabilities and align to the requirements of other services.

▪ Risks/Roadblocks:

- Customers may not appreciate unplanned/unfunded migration and should be offered with no/low cost WaTech solution/assistance if possible.

▪ Priority for Investments:

- Focused effort to address Private Cloud technical, service definition (e.g., features and SLAs), especially around self-service backup and restore.

▪ Bar for Success:

- Detailed time-phased migration plans agreed with Customers.
- 80% workload associated with legacy hosting retained on Private Cloud.
- Service shuttered within agreed upon migration period.

4. Storage (SAN/NAS)

The service definition for Storage (SAN/NAS) is provided in the Current State Inventory section of this report under the Hosting Storage subsection.

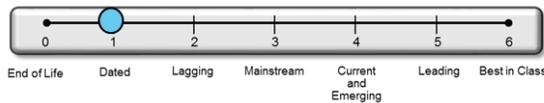
Gartner Service Evaluation

Storage (SAN/NAS) – Ability to Execute

3 out of 18

Scores

Design and Architecture



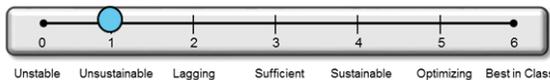
1 – Dated: substantially behind industry standards, significant stability, sustainability and/or long-term viability concerns

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Provides storage across mainframe and server services.
- Expensive solution (VMAX SAN with high performance disc) with large investment in add-on to architecture that was not used in service delivery (NetApp NAS) to external customers.
- VMAX hardware requires lifecycle refresh.

- Ad hoc and undocumented processes.
- Service features and SLAs not well documented or understood/accepted by customers.
- Nearly out of capacity.

- As a result of attrition and cost-cutting, WaTech has only a single individual supporting this service.
- WaTech lacks both key skills needed to effectively support the environment as well as a backup resource.

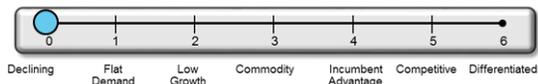
Gartner Service Evaluation

Storage (SAN/NAS) – Value Generation

1 out of 18

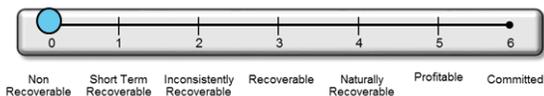
Scores

Customer Value



0 – Declining: Key customers have stated their intention to transition away from the service due to the availability of lower price and/or higher quality alternatives in the marketplace

Economic Value



0 – Non Recoverable: Not possible to make this service recoverable even in the short run

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Customers perceive the service to be prohibitively expensive when compared to storage alternatives which they could purchase and self-manage or acquire via some type of hosted or public cloud service.

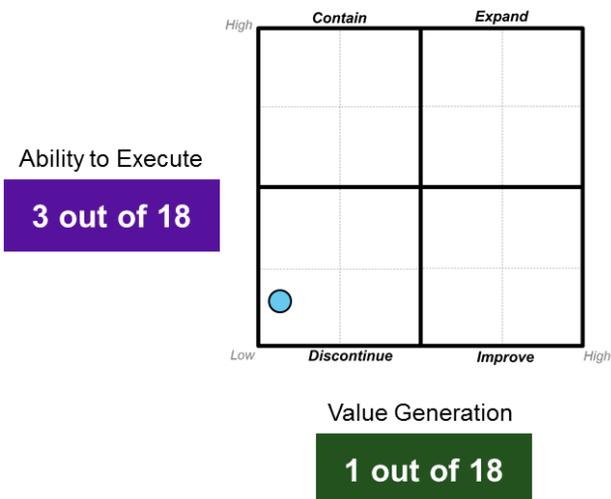
- Service volumes (TBs of data) are very low, comparatively, much too low to allow WaTech to take advantage of economies of scale.
- Gartner benchmark identifies the service as well above the price points paid under similar circumstances (for commodity and ultra high performance).
- Storage should only be offered as part of a larger value proposition (e.g., mainframe, private cloud, public records discovery, etc.).

- Providing storage as a stand-alone offering is not a strategic approach and distracts from efforts to make other critical services (e.g., private cloud) more comprehensive and cost competitive.

Gartner Service Evaluation

Storage (SAN/NAS) – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Form focused customer migration team.
- Develop a customer driven, WaTech-led migration plan for eliminating mainframe and distributed customer usage by mid-FY19.
- Identify, architect and price viable alternatives for customers to consider (e.g., Private Cloud, Public Cloud, agency solutions, etc.).

▪ Risks/Roadblocks:

- Customers may not appreciate unplanned/unfunded migration and should be offered no/low cost WaTech solution/assistance if possible.

▪ Priority for Investments:

- Focused effort to address Private Cloud technical, service definition (e.g., features and SLAs), especially around storage performance/capacity.
- Focused effort around mainframe re-platform/migration/out-sourcing.

▪ Bar for Success:

- Detailed time-phased migration plan agreed with Customers.
- 80% workload associated with legacy hosting retained on Private Cloud.
- Service shuttered within agreed upon migration period.

5. WaServ/Email Vault Storage

The service definition for WaServ/Email Vault Storage is provided in the Current State Inventory section of this report under the Hosting Storage subsection.

Gartner Service Evaluation

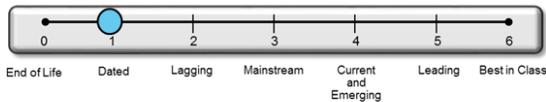
WaServ/Vault Storage – Ability to Execute

6 out of 18

Scores

Details

Design and Architecture



1 – Dated: substantially behind industry standards, significant stability, sustainability and/or long-term viability concerns

- No major engineering on Centera in nearly a decade.
- No recent investment in this service.

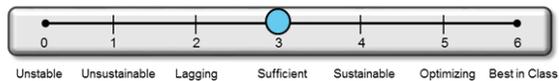
Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

- No tracking/reporting on any performance measures for this service.

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

- Limited availability of staff.
- Sufficient funding to complete a refresh.

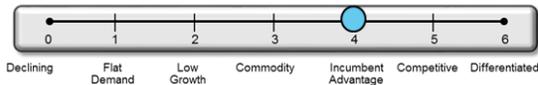
Gartner Service Evaluation

WaServ/Vault Storage – Value Generation

14 out of 18

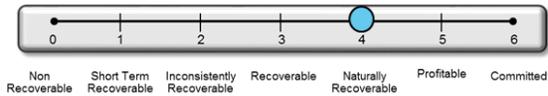
Scores

Customer Value



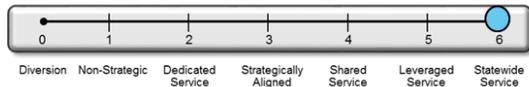
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



4 – Naturally Recoverable: WaTech is able to price the service for full recoverability, including refresh/replacement of components and evolution of components over multiple biennia

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Current email customers value the service provided by WaTech today, such that WaTech has an advantage over other providers.

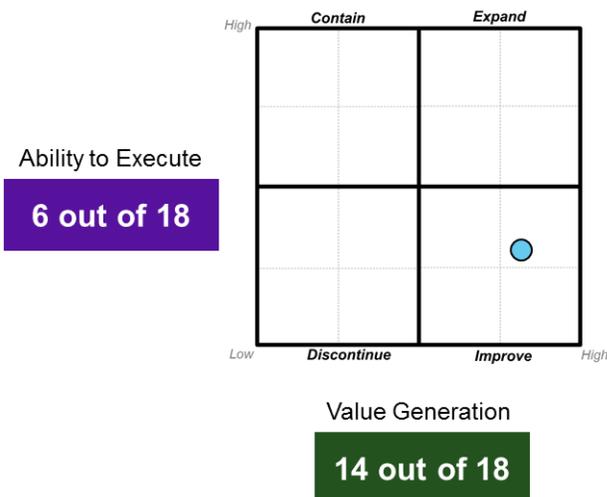
- Service over recovers, funding should be available to invest in modernizing service.

- Email customers all leverage the vault solution.

Gartner Service Evaluation

WaServ/Vault Storage – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Conduct a gap analysis between the functionality that vault provides versus what's available either from Microsoft directly as a part of the cloud-based subscription or some either cloud toolset.
- Based on Gartner's understanding there is a strong business case for email archival to be delivered centrally across all agencies.
- Define the architecture for O365 and develop a strategy for modernization of email archival.

▪ Risks/Roadblocks:

- Technical migration complexity.
- Identifying a replacement toolset that covers the full archival functionality offered today.

▪ Priority for Investments:

- Conducting a fit gap analysis needs to be a near-term priority.

▪ Bar for Success:

- Modernizing the solution without losing precision of retention rule definition in a multi-tenant solution.

6. Server Support Services

The service definition for Server Support Services is provided in the Current State Inventory section of this report under the Hosting Server subsection.

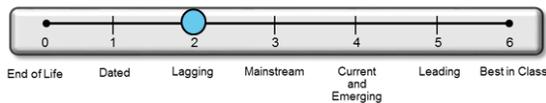
Gartner Service Evaluation

Server Support Services – Ability to Execute

6 out of 18

Scores

Design and Architecture



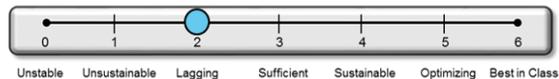
2 – **Lagging:** falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging:** unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – **Lagging:** lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Server Support Services are currently provided as bare bones windows sysadmin tasks delivered largely via manual efforts.
- Lacking common set of tools and automations across environments results in excessively labor-intensive processes and higher costs.
- Service features and SLAs, including WaTech responsibilities and relationship with other WaTech services, are poorly defined and not well understood.
- Operational processes not well documented or defined (WaTech historically charged for Operational support and Technical support but did not clearly define what is included in each).
- Critical upgrades/patches not applied on a regular basis (sometimes not at all).
- Few service performance metrics, including compliance with OCS and/or WaTech/Customer policies, are defined or reported.
- Current staff are being repurposed and retrained to support the Private Cloud.
- Recent staff attrition included the technical leader of this group.

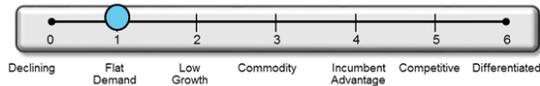
Gartner Service Evaluation

Server Support Services – Value Generation

5 out of 18

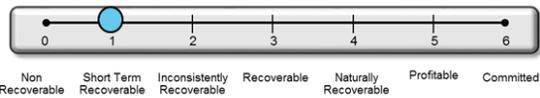
Scores

Customer Value



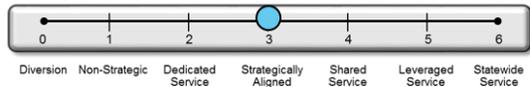
1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



1 – Short Term Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives, but costs can only be kept within range of benchmarks through understaffing and deferred maintenance and capital investment

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Customers who have migrated to the Private Cloud have preferred to perform their own Server Support Services versus retaining the services of the staff who have performed these tasks in the legacy environment due to cost vs. service quality issues.
- Some customers and internal services need “full” stack support for their server instances.

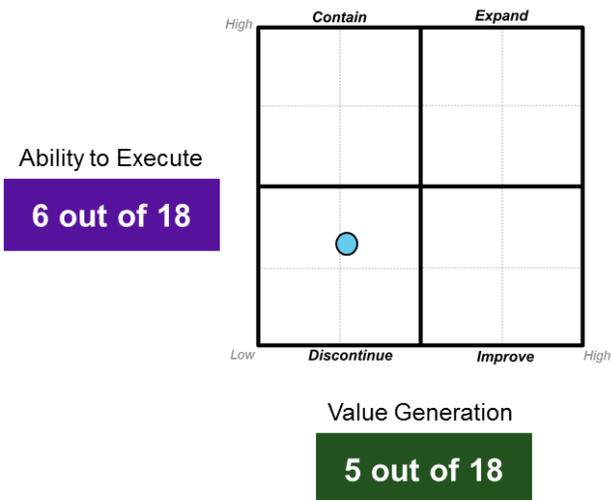
- Insufficient customer demand to enable recovery given low levels of automation and inefficient work processes/staff efficiency.

- “Retail” server support services are strategically aligned to WaTech’s hosting shared services. Some agencies require full stack support and server support services are a valuable add on to other shared services offerings.

Gartner Service Evaluation

Server Support Services – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Re-envision as a value-added patch-management, monitoring, and troubleshooting service sold on top of improved Private Cloud service.
- Align staff, tools and technologies under common leadership with Private Cloud.

▪ Risks/Roadblocks:

- Lack of well defined processes, tools and automation necessary to ensure effective service delivered at a reasonable costs.
- WaTech skill/capabilities gaps/misalignment with needs; staff adaptability.

▪ Priority for Investments:

- Rationalization of existing resources and automation tools.
- Definition of the services to be delivered including key standards and roles/responsibilities mutually agreed to by customers and WaTech.

▪ Bar for Success:

- Successful integration of redefined service as a value-added feature of Private Cloud.

7. DB Management Services

The service definition for DB Management Services is provided in the Current State Inventory section of this report under the Web, Video and BI subsection.

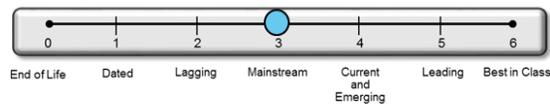
Gartner Service Evaluation

DB Management Services – Ability to Execute

7 out of 18

Scores

Design and Architecture



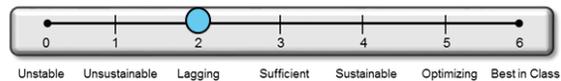
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Service is currently a mix of database administration (subscription-based) and professional services.

- Given nature of this as a 'consulting service' highly dependent on demand – which isn't yet consistent or well understood.

- Difficult to ascertain specifics related to database administration as limited information provided on workload.

Gartner Service Evaluation

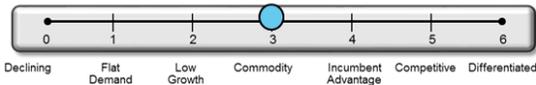
DB Management Services – Value Generation

8 out of 18

Scores

Details

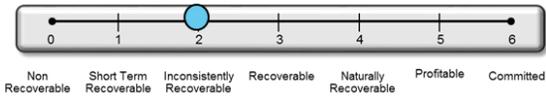
Customer Value



3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

- Agencies consider WaTech’s services one of many options.

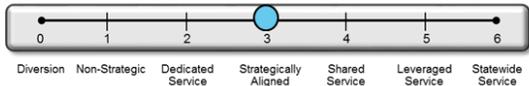
Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

- Service is not recoverable due to low demand (limited details provided on actual workload/sales trends).

Strategic Value



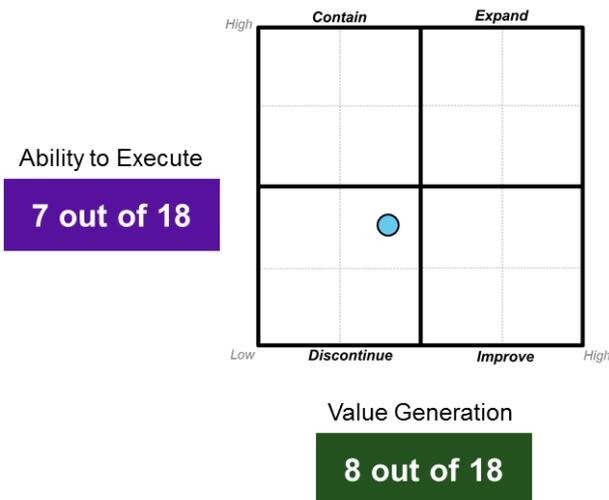
3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

- Strategically aligned as a valued-added service on top of commodity infrastructure hosting services.

Gartner Service Evaluation

DB Management Services – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- DBA services is a mainstream offering that is typically offered as a part of cloud service, reconfigure service to be a value-added feature of the private cloud service.
- Align staff, tools and technologies under common leadership with Private Cloud.

▪ Risks/Roadblocks:

- Lack of well defined processes, tools and automation necessary to ensure effective service delivered at a reasonable costs.
- WaTech skill/capabilities gaps/misalignment with needs; staff adaptability.

▪ Priority for Investments:

- Rationalization of existing resources and automation tools.
- Definition of the services to be delivered including key standards and roles/responsibilities mutually agreed to by customers and WaTech.

▪ Bar for Success:

- Successful integration of redefined service as a value-added feature of Private Cloud.

8. Managed Server Hosting (Legacy)

The service definition for Managed Server Hosting (Legacy) is provided in the Current State Inventory section of this report under the Hosting Server subsection.

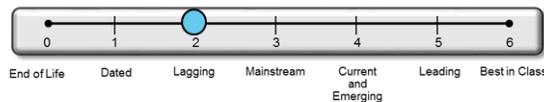
Gartner Service Evaluation

Managed Server Hosting (Legacy) – Ability to Execute

4 out of 18

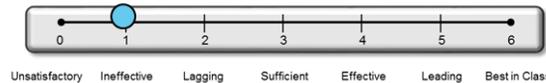
Scores

Design and Architecture



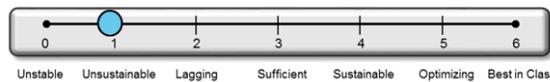
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Virtualized environment running on VMware ESXi ver 5.1 which hasn't been current in 5+ years and is unsupported by the vendor.
- Provisioning, management, maintenance activities are all manual.
- No customer self-service/monitoring capabilities. Manual WaTech support/ticket submission required for any changes.

- ESXi was implemented but never upgraded.
- Features/SLAs and operational processes not well documented or followed.
- Solution lacks key redundancy, disaster recovery and automation capabilities.

- Only 3 staff supporting the environment as well as providing operational support for several hundred virtual machines.
- Long-time, but still unexecuted, plans to consolidate legacy virtualization environments have limited investment and resulted in long term obsolescence and short term capacity issues.

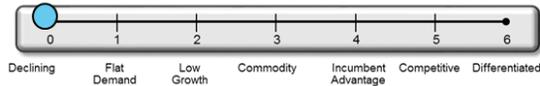
Gartner Service Evaluation

Managed Server Hosting (Legacy) – Value Generation

0 out of 18

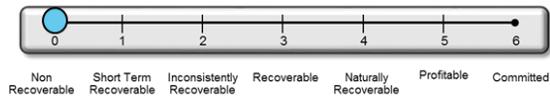
Scores

Customer Value



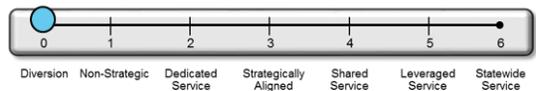
0 – Declining: Key customers have stated their intention to transition away from the service due to the availability of lower price and/or higher quality alternatives in the marketplace

Economic Value



0 – Non Recoverable: Not possible to make this service recoverable even in the short run

Strategic Value



0 – Diversion: A non-strategic service which does not have a compelling customer/business/economic case justifying consumption of agency resources that could otherwise be redeployed to a strategic service.

Details

- Customers have started migrating off the service based on WaTech end of life messaging.
- Some major customers have judged WaTech's suggested migration path (i.e., Private Cloud) as "unready" and are actively migrating to agency built/managed virtualized environments.

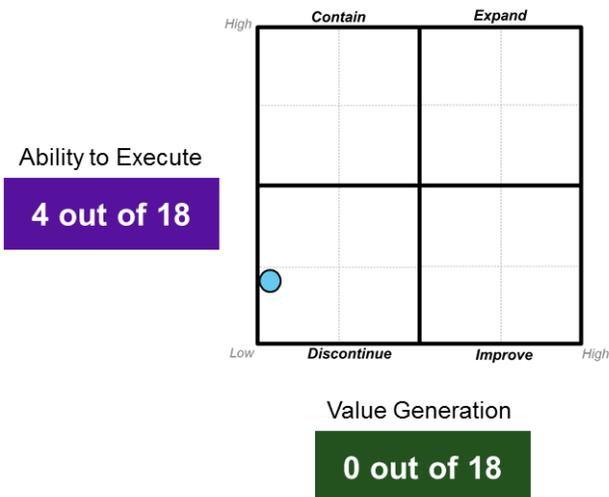
- Insufficient customer demand to enable recovery given low levels of automation, inefficient work processes/staff efficiency and deferral of past investments in hardware and software.
- WaTech's primary focus is on migrating off the service.

- Continued delivery of this service siphons scarce technical resources and management attention away from other more strategic services like the Private Cloud offering.

Gartner Service Evaluation

Managed Server Hosting (Legacy) – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Shore up Private Cloud offering, addressing technical/capacity issues.
- Form focused workload migration planning and execution team to create painless, value added migration path and migrate existing workloads to Private Cloud at no incremental cost to current customers.

▪ Risks/Roadblocks:

- Customers pursue other options due to perceived risks & migration costs.

▪ Priority for Investments:

- Legacy hosting migration roadmap and dedicated team.
- Focused effort to address Private Cloud technical, service definition (e.g., features and SLAs) and customer confidence issues.

▪ Bar for Success:

- Detailed time-phased migration and Private Cloud improvement roadmaps.
- Maximize customer/VM retention during migration to Private Cloud (aim for 90%+ of remaining workload revenue that can be captured).
- Service shuttered within agreed upon migration period.

9. Platform & Connectivity (“Nutanix/Gov”)

The service definition for Platform & Connectivity (“Nutanix/Gov”) is provided in the Current State Inventory section of this report under the Hosting Server subsection.

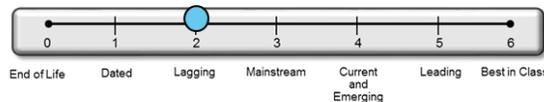
Gartner Service Evaluation

Platform & Connectivity – Ability to Execute

6 out of 18

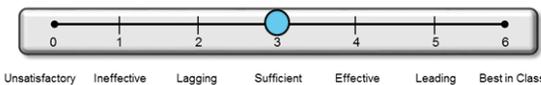
Scores

Design and Architecture



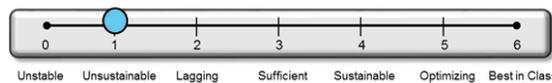
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- VMware-based virtualized server/desktop environment built on aging Nutanix hyper-converged nodes, subsequently extended using commodity hardware to provide additional capacity.
- Limited automation & no customer self-service capabilities.
- Dedicated service intended for limited set of customers. Beyond server hosting, also includes support for SharePoint, FileDepot, and other services.

- Meets basic customer requirements; recently separated from desktop support to increase cost transparency.
- Operational/support processes, including SLAs, relationship to other WaTech services & agency responsibilities not well defined.
- Existing customers require direct operational and technical support for OS patching, server configuration management, etc.

- Staffing reduced by attrition and WaTech driven cost cutting.
- Siloed staffing and customer dedicated funding source has hampered consolidation efforts.
- Long-time, but still unexecuted, plans to consolidate legacy virtualization environments have limited investment and resulted in both long term obsolescence and short term capacity issues.

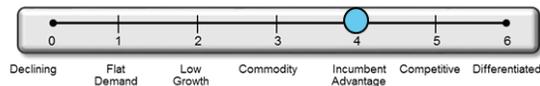
Gartner Service Evaluation

Platform & Connectivity – Value Generation

9 out of 18

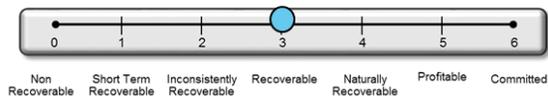
Scores

Customer Value



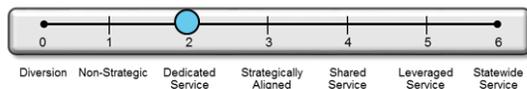
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

Details

- Customers perceive the service as high cost.
- Customers see some migration risks given multiple services are intertwined (e.g., server, VDI, DC LAN, SharePoint).
- Current customers have little/no internal IT capability. WaTech has incumbent advantage as their de-facto “IT department.”

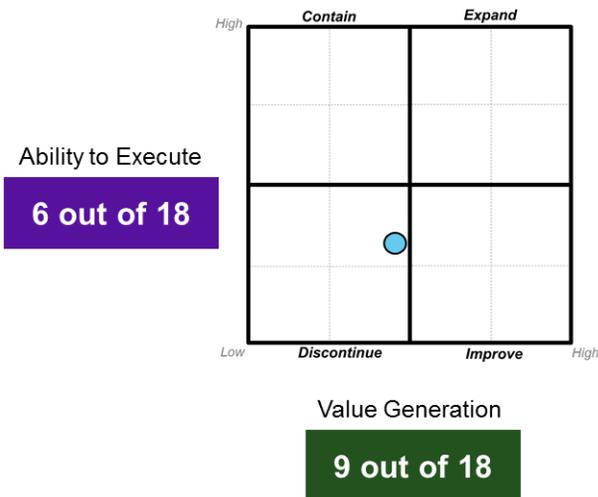
- WaTech has been able to price for full recovery given incumbent advantage.

- This service is currently limited to a small set of agencies (mostly located in the Olympia campus area).
- Continued provision of this service is critical only until effective migration to a robust Private Cloud and/or other replacement alternatives is enabled.

Gartner Service Evaluation

Platform & Connectivity – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Shore up Private Cloud offering, addressing technical/capacity issues.
 - Address additional migration issues around SharePoint, file sharing and Core LAN infrastructure.
- Form focused workload migration planning and execution team to create painless, value added migration path and migrate existing workloads to Private Cloud.

▪ Risks/Roadblocks:

- Internal WaTech organizational alignment issues need to be resolved to support SharePoint, file sharing and core LAN needs.

▪ Priority for Investments:

- Focused effort to address Private Cloud technical, service definition (e.g., features and SLAs).

▪ Bar for Success:

- Detailed time-phased migration plans agreed with customers.
- Maximize customer/VM retention during migration to Private Cloud (aim for 90%+ of remaining workload revenue that can be captured).
- Service shuttered within agreed upon migration period.

10. Private Cloud

The service definition for Private Cloud is provided in the Current State Inventory section of this report under the Hosting Server subsection.

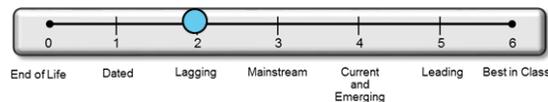
Gartner Service Evaluation

Private Cloud – Ability to Execute

5 out of 18

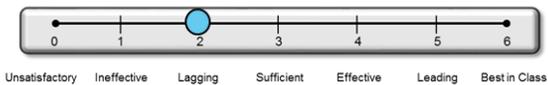
Scores

Design and Architecture



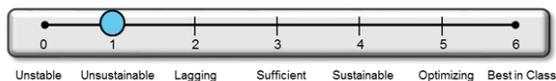
2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



1 – **Unsustainable**: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Built with a commodity x86 reference architecture approach to hyperconvergence using vSAN “Ready Nodes” (advantage is eliminating vendor lock-in but does add complexity to integration).
- Workflow and configuration processes only partially automated.
- Some features are missing or insufficiently implemented – virtualized networks, firewalls, DR, security, backup/archival, monitoring/reporting.
- Challenges with outages, unresolved SQL database performance issues (deduplication/compression has helped and WaTech anticipates improvement with move to vSphere 6.5 and addition of top of rack switches).
- Lack of an integrated cloud team impacts solution scope, customer perception/confidence and service delivery outcomes.
- Features/SLAs and operational processes not well documented or followed
- Solution lacks key redundancy and automation capabilities.
- Two-thirds of siloed staff focused on supporting declining legacy environments.
- Lack of depth in SMEs (virtualization, server, storage, solutions integration, testing etc.) with time to devote to research and ongoing platform tuning (critical for DIY)
- No platform architect who looks beyond current practices and service boundaries to understand and anticipate customer needs.
- Rate/demand forecast not fully aligned to fund improvements.

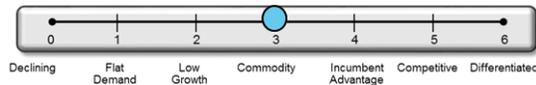
Gartner Service Evaluation

Private Cloud – Value Generation

10 out of 18

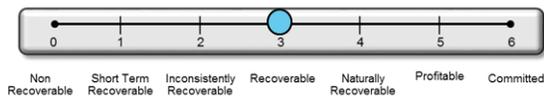
Scores

Customer Value



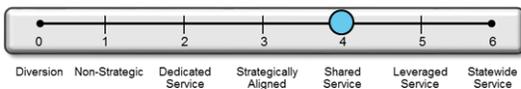
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customers see value in “private cloud”; They are implementing their own Private Clouds (often housed in the SDC). However they can also see some workloads shifting to the public cloud over the next 2-3 years.
- Customers consider the WaTech PC too expensive versus alternatives with the premium not justified by services levels or additional value add.
- Customers lack confidence in WaTech’s ability to deliver a stable solution.

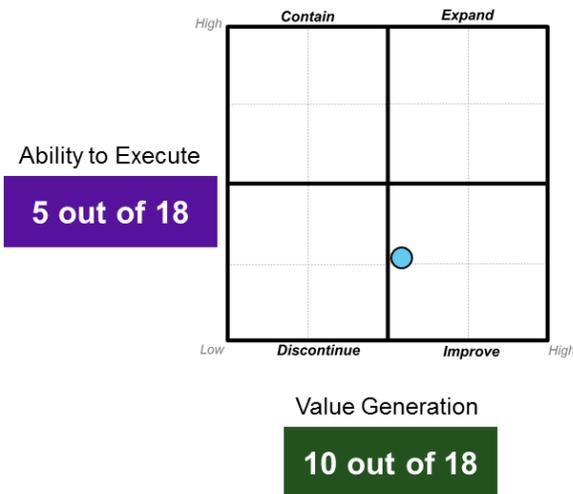
- Insufficient current customer footprint to realize economies of scale.
- Service requires funding infusions to add additional features that are lacking and capacity to accommodate growth.
- Capturing additional customer demand (new demand as well as migration from legacy environments) is required to ensure recoverability and cost-effectiveness.

- Private Cloud requirements are common across departments.
- Automation introduces opportunities to create economies of scale.
- There will continue to be need for private cloud services. The strategic question is whether agencies buy it from WaTech or build it themselves.

Gartner Service Evaluation

Private Cloud – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Re-envision a more holistic service that's inclusive of all customer needs (e.g., security, DR, network, backup, archiving, database/SQL, monitoring/performance reporting).
- Hire a cloud architect and validate current architecture/evaluate re-platforming onto some type of appliance-based hyperconverged infrastructure (i.e., evaluate transitioning to a simplified architecture that would reduce time required to test, troubleshoot and optimize compared to the current reference architecture approach).
- Create a private cloud team that includes all of the disciplines and skills necessary to create the holistic service envisioned above.

▪ Risks/Roadblocks:

- Capability and skill gaps and silos within the current teams.
- Lack of customer confidence and commitment (including inflight customer initiatives).
- Availability of funding for service improvement and investments; Staff adaptability.

▪ Priority for Investments:

- Customer driven, WaTech led plan for transforming the current private cloud offering into a more robust, feature-rich, scalable & cost-competitive service.
- Cloud leadership, architecture, and IT automation skills.
- Additional technology, tools and capacity as specified in the plan.

▪ Bar for Success:

- Significantly improved stability/ value proposition and increased customer confidence and adoption.
- Streamlined multi-disciplinary team that manages what was previously managed by three teams.

Security & Identity Services Analysis and Recommendations

This section includes the following services:

1. Security Lead in Gov
2. Sec. Ed/Awareness
3. Sec. Design Review
4. SOC/Inc. Response
5. CERT Assessments
6. Vulnerability Assessment (Tool as a Service)
7. SIEM (L&M)
8. SAW/SEAP
9. Security Gateway/F5
10. Certification Authority
11. Secure FTP
12. Active Directory/ IAM

1. Security Lead in Gov

The service definition for Security Lead in Government is provided in the Current State Inventory section of this report under the Cybersecurity subsection.

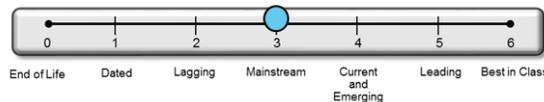
Gartner Service Evaluation

Security Lead in Gov – Ability to Execute

8 out of 18

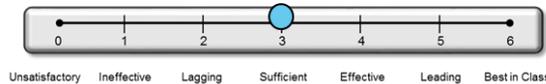
Scores

Design and Architecture



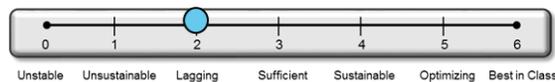
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- OCS is a respected cybersecurity leader within the State and participates in various national and state level boards, committees and programs.
- There is no established statewide framework for assessing Cybersecurity risk and measuring security program maturity at the Agency level.
- Current Cybersecurity policies need to be updated/modernized and aligned with the state's Cybersecurity framework.

- Gaps in the State's overall Cybersecurity posture vs. risks and best practices are not known or tracked.
- Current Cybersecurity policies need to be updated/modernized and aligned better with the state's Cybersecurity controls/assessment framework.
- There is no effective governance mechanism to collaborate with Agencies (CIOs/CISO's) to ensure performance, manage risk and resolve issues.

- Current relationships with external partners are highly dependent on current CISO.
- Funding is limited to the appropriation amount so availability of funds for further investment are limited.

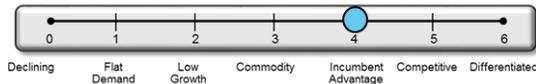
Gartner Service Evaluation

Security Lead in Gov – Value Generation

16 out of 18

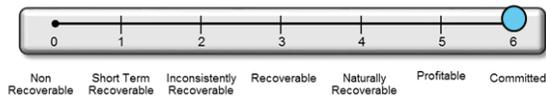
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Providing centralized leadership for cyber security across the state is seen by customer agencies as a key strategic capability.
- Perception that OCS is risk averse and does not partner effectively to enable business leaders to evaluate and accept some levels of residual risk.

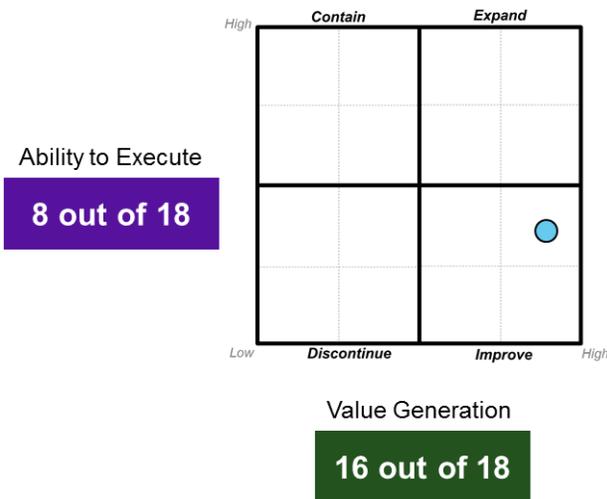
- All OCS services are appropriated and therefore recoverable, however the extent of services is limited by the current allocation.

- This service is strategically aligned to provide leadership for security related interests across the state.

Gartner Service Evaluation

Security Lead in Gov – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Identify a new State CISO with strong leadership skills and experience in public sector to enable effective leadership with partners inside and outside the state.
- Work on security community building within the state that focuses on establishing stronger two-way communication.
- Establish a mechanism, such as a Security Governance Forum, for decision-making related to security risks.

▪ Risks/Roadblocks:

- No succession plan/ transition plan to ensure continued participation in Cybersecurity leadership following retirement of CISO.

▪ Priority for Investments:

- CISO recruitment efforts.
- Establishment of collaborative state-wide security governance mechanisms.
- Policy development, expansion and modernization.

▪ Bar for Success:

- Ensure a smooth transition of CISO leadership while providing continued leadership for Public Sector security related issues.
- Updated security policy published on a regular basis (at least twice per year).

2. Sec. Ed/Awareness

The service definition for Security Education/Awareness is provided in the Current State Inventory section of this report under the Cybersecurity subsection.

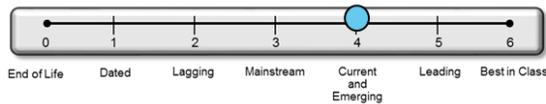
Gartner Service Evaluation

Sec. Ed/Awareness – Ability to Execute

10 out of 18

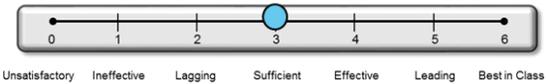
Scores

Design and Architecture



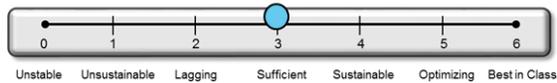
4 – **Current and Emerging**: aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



3 – **Sufficient**: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – **Sufficient**: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Offers various styles and formats of educational opportunities that span live briefings, written material, and online trainings (phishing awareness, etc.).
- Heavily invested in SANS Secure the Human security awareness training, and customized some of the training modules to address State-specific requirements.
- Working to establish a new secure coding initiative.

- Existing training offerings help to increase awareness to security related issues however their ability to expand offerings is limited.
- Conduct regular survey of training participants to enable adjustments to meet customer requirements.

- Third party offerings are being utilized to deliver services, which helps to extend the reach of existing staff.
- Funding is currently unavailable to create a more comprehensive security workforce development program.

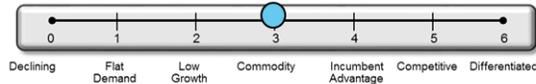
Gartner Service Evaluation

Sec. Ed/Awareness – Value Generation

9 out of 18

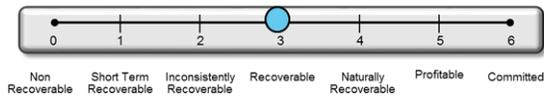
Scores

Customer Value



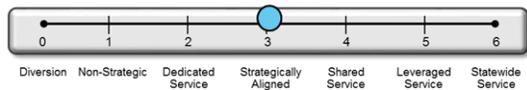
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Agencies view OCS’s training offerings as one option among many – they have the ability to secure 3rd party trainings similar to those offered by OCS.

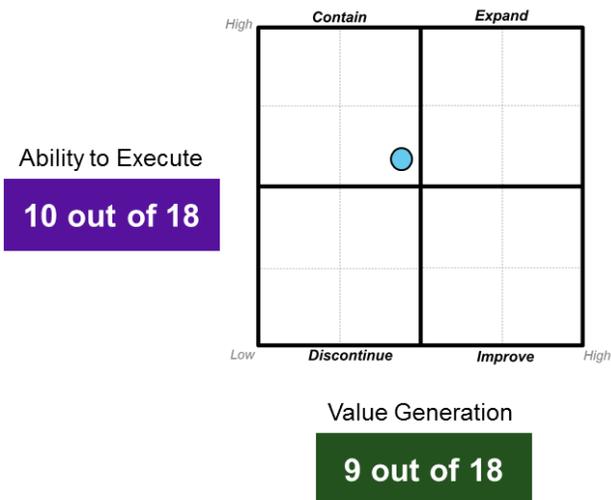
- All OCS services are appropriated and therefore recoverable, however the extent of services is limited by the current allocation.
- Decision packages are required for modernizing existing training and adding new training offerings.

- Security training is essential in educating state agencies and users about potential security threats.

Gartner Service Evaluation

Sec. Ed/Awareness – Rating and Recommendations

Rating = **Contain**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Continue to focus on delivering third party services that provide maximum value to the agencies.
- Survey customers to validate fit of current training portfolio to customer needs and tailor as appropriate.

▪ Risks/Roadblocks:

- Misalignment between training offering and agency need (addressing specific and timely security threats).

▪ Priority for Investments:

- Evaluating alignment of customer need with appropriate third party tools.
- Periodic survey to assess agency satisfaction and future needs.

▪ Bar for Success:

- Increased customer satisfaction over time.
- Improved agency performance on security assessments over time.

3. Sec. Design Review

The service definition for Security Design Review is provided in the Current State Inventory section of this report under the Cybersecurity subsection.

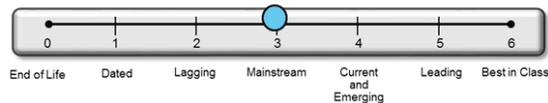
Gartner Service Evaluation

Sec. Design Review – Ability to Execute

7 out of 18

Scores

Design and Architecture



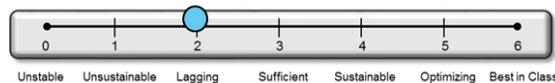
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Manual review processes are reliant upon limited and expensive security skillsets.
- The current workflow and document storage solution leveraging SharePoint offers limited functionality.

- Large backlog of projects awaiting review.
- Recent adjustments to fast track simple changes has added some efficiencies.
- Recently added open consultation services to improve quality of customer provided information and accelerate review timeline.

- Staff are unable to keep up quick turn around times given high volume of reviews.
- Funds are unavailable for additional staffing or toolsets.

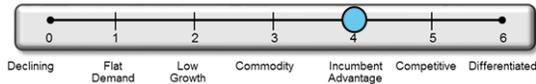
Gartner Service Evaluation

Sec. Design Review – Value Generation

16 out of 18

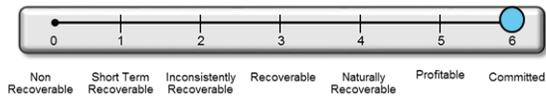
Scores

Customer Value



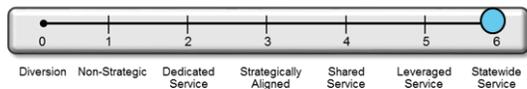
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Customers are mandated by the state to leverage the OCS design review to reduce risk across projects.
- Customers see the value in the service.

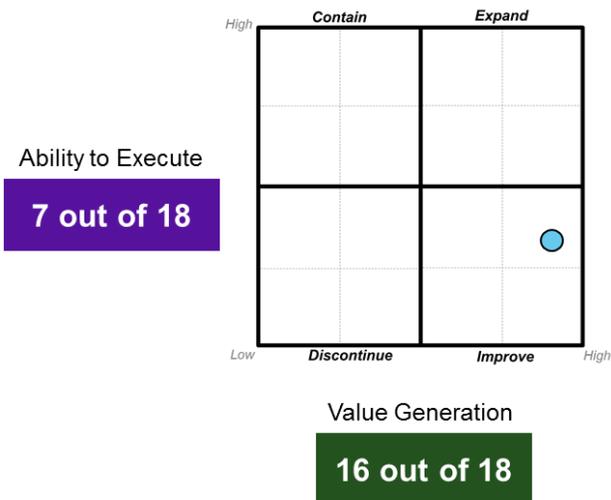
- All OCS services are appropriated and therefore recoverable, however the extent of services is limited by the current allocation.
- Decision packages are required for expanding this service (investment in additional staffing and tools).

- This service has been mandated by the state as an essential service.
- Security Design Review helps to standardize risk management across the state agencies and minimize exposure to risk.

Gartner Service Evaluation

Sec. Design Review – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Develop process improvements to ensure consistency – additional tiers, provide additional support materials to customers (explanations of what you are looking for/ Starter checklist).
- Establish prioritization of reviews and define SLAs for time to respond.
- Reduce workload on experts – breakdown process to identify pieces that can be completed by customers or junior staff can complete.

▪ Risks/Roadblocks:

- Onboarding required skillsets to create a sustainable service.
- Difficulty acquiring funding for additional support staff.

▪ Priority for Investments:

- Explore potential process improvements.
- Explore creative methods for reducing dependencies on highly skilled staff such as training potential new staff or incorporating less skilled staff to address more administrative components of the reviews.

▪ Bar for Success:

- Reduce current backlog and average review timelines.

4. SOC/Inc. Response

The service definition for SOC/Incident Response is provided in the Current State Inventory section of this report under the Cybersecurity subsection.

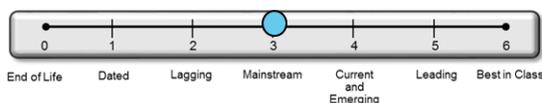
Gartner Service Evaluation

SOC/Inc. Response – Ability to Execute

7 out of 18

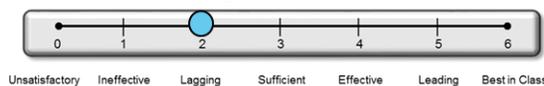
Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- “Command SOC” responsibilities with a narrow scope that’s only focused on network monitoring.
- OCS fully insourced the SOC. Resources are only available to actively monitor during business hours (resource-intensive).
- Some monitoring tools are not available at secondary data center (though plans/ approved funding are now in place to address this issue).

- A primary challenge is confusion around ownership and division of responsibilities across all state stakeholders.
- Some key monitoring activities are not being executed by anyone (e.g., some critical host-based log data not actively reviewed).
- OCS can not adequately share some information with agencies, like network packet data given SIEM licensing/multi-tenancy issues, which limits effectiveness of “Command SOC” model.

- Difficulties with regard to adding staff and tools given the current funding model.

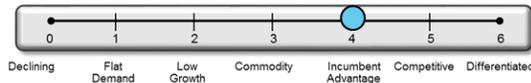
Gartner Service Evaluation

SOC/Inc. Response – Value Generation

16 out of 18

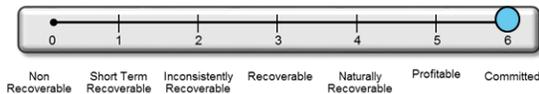
Scores

Customer Value



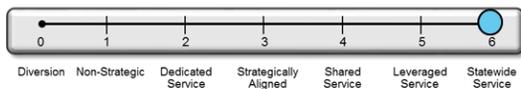
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

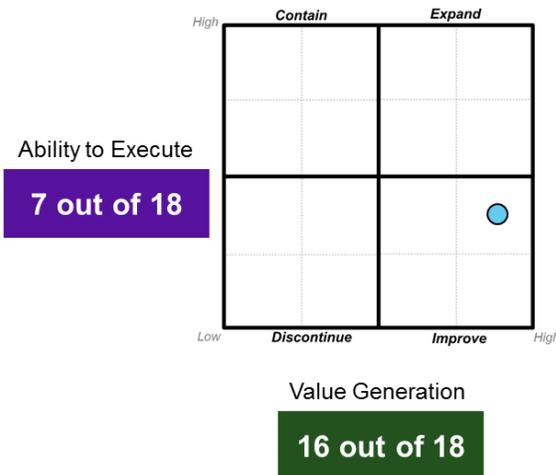
Details

- Many agencies have their own security monitoring and response capabilities.
 - Agencies viewed the current OCS SOC as a mandatory partner, with mixed views on quality and completeness of support. Some noted challenges with information sharing including delays and limited detail (e.g., NAT address provided requiring crawling through firewall logs to identify the compromised asset).
-
- All OCS services are appropriated and therefore recoverable, however the extent of services is limited by the current allocation.
 - State has invested in building out a SOC (physical space, tools, staffing) and has committed to Cybersecurity through establishing the appropriation.
-
- Role of the OCS Command SOC is critical to the state in terms of monitoring the network edge. However, additional critical security monitoring and response capabilities are needed beyond the narrow scope of OCS.

Gartner Service Evaluation

SOC/Inc. Response – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- There is a lack of clarity around roles and responsibilities for OCS, WaTech and agencies as it pertains to Security Operations statewide (including monitoring, notification, threat detection and analysis, change management and control, Host-based IDS/IPS and ongoing vulnerability management, etc.) which is further complicated by increasing use of the public cloud.
- Current model and operations of OCS SOC should be reevaluated to better address the needs of WaTech and other agencies to enable the most effective statewide security posture.

▪ Risks/Roadblocks:

- Changing leadership complicates ability to drive consensus across stakeholder groups on appropriate division of responsibilities.

▪ Priority for Investments:

- Organizational skills assessment, and clarification of R&R across all key stakeholder groups.
- Development of strategy to get third party support with more commodity/low-skill functions (e.g., 24x7 monitoring) and align state resources to more high-value activities.
- Cloud Security Strategy.

▪ Bar for Success:

- Greater information sharing, greater automated alerting, reduced time to notify of incidents, and improved working relationship between OCS, WaTech service provider and the agencies.

5. CERT Assessments

The service definition for CERT Assessments is provided in the Current State Inventory section of this report under the Cybersecurity subsection.

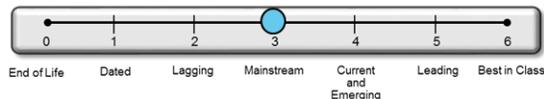
Gartner Service Evaluation

CERT Assessments – Ability to Execute

7 out of 18

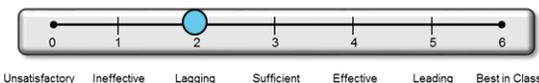
Scores

Design and Architecture



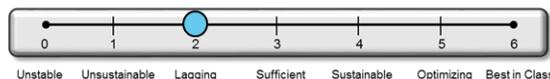
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- 4-week engagement (largely focused on technical risk assessment).
- Dependent on a single laptop brought onsite to the agency once environment access is configured.
- Recommendations on vulnerability mitigation provided, but no compliance checks and only limited follow up (narrow scope of Vulnerability Assessment and does not support agencies in establishing/maturing Vulnerability Mgmt).

- 6 to 8 month backlog. Pipeline is actively manages.
- Only target small/medium sized agencies due to delivery capability limitations.
- Processes are not documented, metrics tracking/ reporting are limited.

- Resource and funding constraints prevent the State CISO from expanding process to include follow-up audits of Agency-specific findings to ensure recommended progress towards improvements are being made.

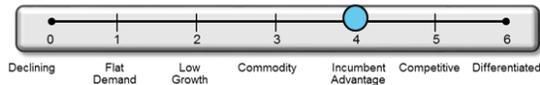
Gartner Service Evaluation

CERT Assessments – Value Generation

11 out of 18

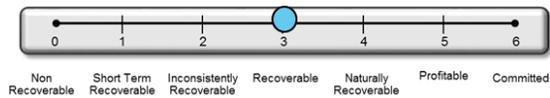
Scores

Customer Value



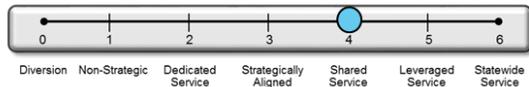
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- While customers expressed some confusion about OCS as a service provider, they view OCS services as “free” and prefer to use them.
- Customers are generally satisfied with the CERT Assessments.

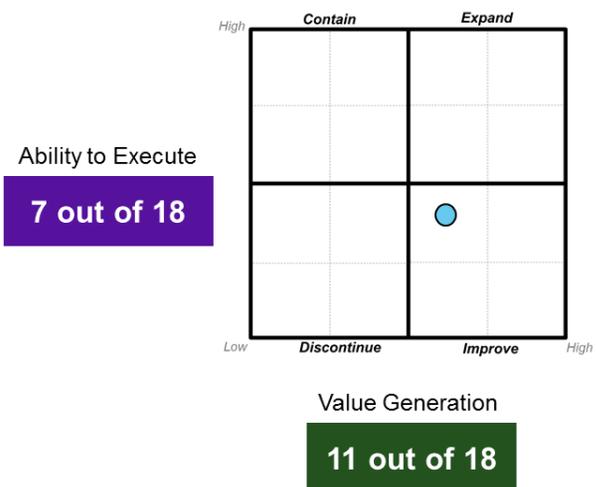
- All OCS services are appropriated and therefore recoverable, however the extent of services is limited by the current allocation.

- Common requirements for shared security expertise.
- Overlap with other state investments (SAO IT security audits, WaTech’s VA tool service) limits value.

Gartner Service Evaluation

CERT Assessments – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**
 - Vulnerability Assessment should be the responsibility of WaTech as the service provider. Whereas OCS should focus on ensuring compliance (possibly including “red team” concept).
 - WaTech in taking this over should adjust away from a single point-in-time Vulnerability Assessment to expanding their current VA service (4672) to include more emphasis on training agencies to establish their own sustainable Vulnerability Management programs (rather than the current emphasis on providing license keys and configuring the software).
- **Risks/Roadblocks:**
 - Not all agencies will leverage the WaTech provided tool so WaTech will need to consider that when defining support around Vulnerability Management program development.
 - Some agencies won’t have the skills or funding to establish their own programs, WaTech will need to consider the expansion of the current “Option 1” shared tool environment to encompass broader program considerations.
- **Priority for Investments:**
 - Stakeholder alignment on roles & responsibilities.
- **Bar for Success:**
 - Establishment of Vulnerability Management programs with ongoing compliance monitoring.

6. Vulnerability Assessment (Tool as a Service)

The service definition for Vulnerability Assessment is provided in the Current State Inventory section of this report under the Access & Security subsection.

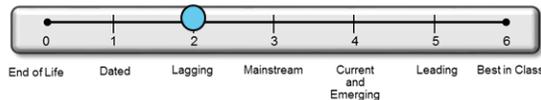
Gartner Service Evaluation

Vulnerability Assessment (Tool as a Service) – Ability to Execute

4 out of 18

Scores

Design and Architecture



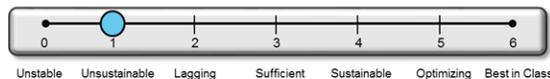
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Solution does not meet all customer needs (e.g., web application scanning) and there is no plan to implement a broader vulnerability management program, or configure tool to provide broader statewide vulnerability insights.
- Basis of offering is an unlimited perpetual license for traditional premise-based software (single-tenant).
- Only providing limited service around configuration.

- Multiple procurements (plus an extra RFI) created confusion, added cost, delayed timelines, and reduced confidence in delivery.
- The Tripwire tool is offered to agencies via the distribution of licenses for installation in their own environment, or through joining a shared instance.
- Agencies are responsible for installation, configuration and operations of the tools once the license is acquired from WaTech.

- Only 0.5 FTE dedicated to delivery of this service which limits ability to provide value-added service.
- Recently pushed into Network allocation which has chargeback mechanism that is unrelated to the security workload volume.

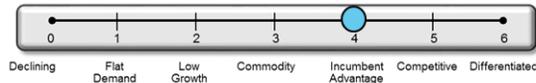
Gartner Service Evaluation

Vulnerability Assessment (Tool as a Service) – Value Generation

10 out of 18

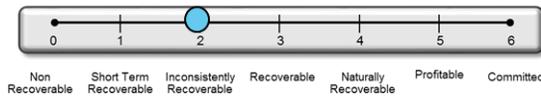
Scores

Customer Value



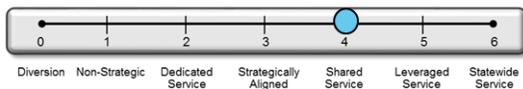
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customers feel they must leverage this service given the allocation, as going out to market for an equivalent service would then cause them to double pay (though some customers stated timing constraints forced them to seek alternative solutions given WaTech delays).
- Some customers choosing to manage their own environment expressed frustration with added expense of hosting services.

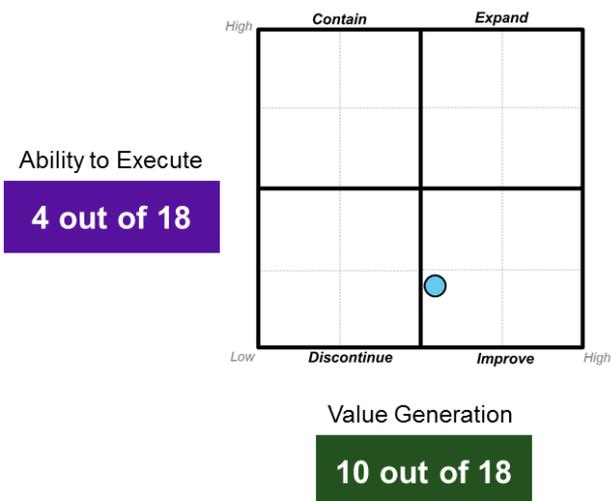
- Historical recoverability difficult to fully understand given historical combination of many services under one code/allocation (Managed Firewall, DNS, VA, L&M, Cert. Security, Security Design Review, Strong Authentication) / changes in accounting when OCS budget was separated.
- Change in tool selection and delayed implementation has contributed to recoverability challenges.

- The value in establishing a shared vulnerability toolset is largely in helping to establish a Vulnerability Management discipline across the state.

Gartner Service Evaluation

Vulnerability Assessment (Tool as a Service) – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- This service as defined today is of limited value (i.e., “host your own tool as a service” where the tool doesn’t meet all the requirements). Ultimately agencies will need to implement and mature their own Vulnerability Management programs.
- This service should be re-envisioned and reinstated as a broader offering in conjunction with an OCS compliance program.

▪ Risks/Roadblocks:

- Current tool does not meet all customer requirements. WaTech will need to look at brokering additional tools that will enable agencies to meet the full set of requirements.
- Some agencies won’t have the skills or funding to establish their own programs, WaTech will need to consider the expansion of the current “Option 1” shared tool environment to encompass broader program considerations.

▪ Priority for Investments:

- Stakeholder alignment on roles & responsibilities.

▪ Bar for Success:

- Establishment of Vulnerability Management programs with ongoing compliance monitoring in conjunction with OCS.

7. SIEM (L&M)

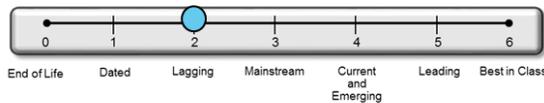
The service definition for SIEM (L&M) is provided in the Current State Inventory section of this report under the Access & Security subsection.

Gartner Service Evaluation SIEM (L&M) – Ability to Execute

6 out of 18

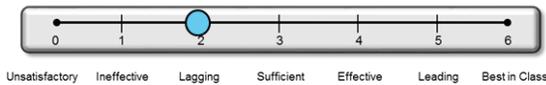
Scores

Design and Architecture



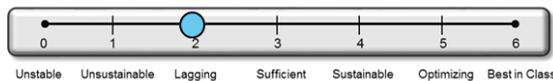
2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – **Lagging**: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Single-tenant software solution, NetWitness Logs and Packets, modified to fit a multi-tenant delivery model (some arch issues being worked through).
- Main value proposition is speed of enhanced threat detection/response by enriching logs and packets in real time with vulnerability information, risk levels, identity information – value proposition is severely curtailed for agencies who only have access to logs but not packets.
- Agencies assigned events per second (based on allocation share) plus 90 days of active data retention and 12 months of backup data retention.
- Onboarding process has been challenging given limitations of tool.
- Operational processes not yet fully defined, still working through implementation project.
- ADT (MSSP supporting the platform and covered under the existing contract) provides 24x7 monitoring and incident notification (overlaps with OCS responsibilities).
- Does not include budgeted labor. Supported by existing WaTech InfoSec staff in conjunction with ADT (MSSP supporting the platform and covered under the existing contract).
- Recently pushed into Network allocation which has chargeback mechanism that is unrelated to the security workload volume.

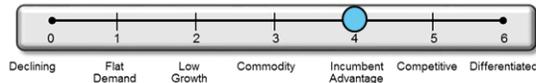
Gartner Service Evaluation

SIEM (L&M) – Value Generation

10 out of 18

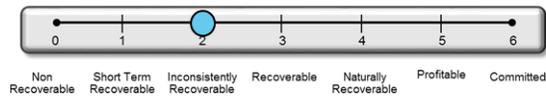
Scores

Customer Value



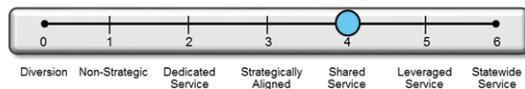
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

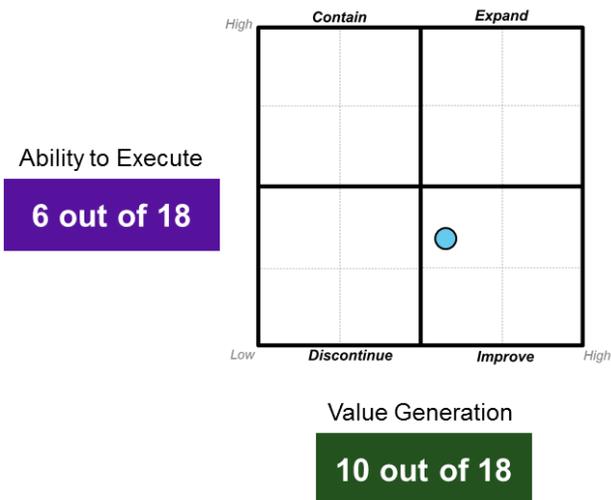
Details

- Customers feel they must leverage this service given the allocation, as going out to market for an equivalent service would then cause them to double pay (though some customers stated timing constraints forced them to seek alternative solutions given WaTech delays – even within WaTech some teams are using other logging tools, like Splunk).
- Historical recoverability difficult to fully understand given historical combination of many services under one code/allocation (Managed Firewall, DNS, VA, L&M, Cert. Security, Security Design Review, Strong Authentication) / changes in accounting when OCS budget was separated.
- Real strategic value is in the ability to aggregate logs across all agencies.
- OCS currently focuses on network traffic rather than host-based monitoring and vulnerability assessment (i.e., it's a powerful tool but only a subset of capabilities are leveraged at both OCS and agency levels).

Gartner Service Evaluation

SIEM (L&M) – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Work with the vendor to evaluate the possibility to develop a “multi-tenant” solution for packets, in order to segment customer data, similar to the way the vendor did this for logs.
- Part of the value will be derived from a more effective partnership between the statewide “Command SOC” and agency SOCs/incident responders.

- **Risks/Roadblocks:**

- Current licensing only covers packets for OCS usage.
- Not all agencies will have the same capabilities and need for investing in their own SOC/incident response functions.

- **Priority for Investments:**

- Stakeholder alignment on roles & responsibilities (as it pertains to Command SOC/ Delegated SOCs/ and MSSP via the SIEM contract).

- **Bar for Success:**

- Establishing a stronger community of security practice across the state with more effective information sharing.

8. SAW/SEAP

The service definition for SAW/SEAP is provided in the Current State Inventory section of this report under the Access & Security subsection.

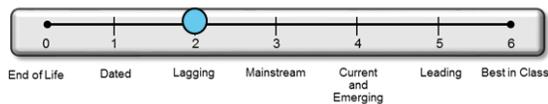
Gartner Service Evaluation

SAW/SEAP – Ability to Execute

7 out of 18

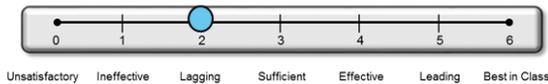
Scores

Design and Architecture



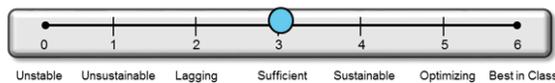
2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



3 – **Sufficient**: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Legacy best of breed application based on IBM and other technologies (e.g., RSA intelligent auth for MFA and LexisNexis for identity verification).
- Starting to be a bit dated (e.g., limited mobile compatibility).
- Currently implementing a much needed UI upgrade but may not be fully aligned with customer requirements.
- Hosted on legacy managed hosting service servers.

- Users have frequent technical issues leading to high service desk call volumes (about 4,000 support center tickets per month) and are often confused about who to contact for support.
- Upgrades are implemented quickly with insufficient testing before rollout.
- Solution complexity complicates end-to-end testing.
- Frequent service interruptions for MFA planned maintenance (planning DR rollout at Quincy).

- Dedicated team with depth of resource capacity.
- Major changes require decision package approval.

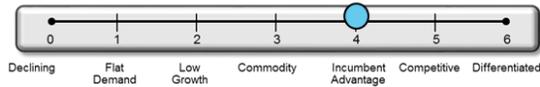
Gartner Service Evaluation

SAW/SEAP – Value Generation

12 out of 18

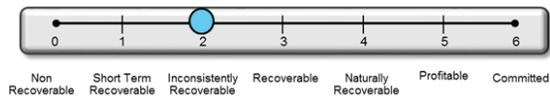
Scores

Customer Value



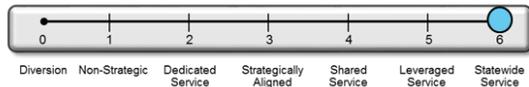
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Customers are frustrated that solution is mandated under OCIO policy 141.10 as the solution is too rigid for customer interface.
- Most customers default to leveraging SAW given OCIO mandate, though some agencies with historical waivers are evaluating ways to avoid SAW.
- Agencies are frustrated with the inability to establish a more seamless customer login experience through a more modern solution.

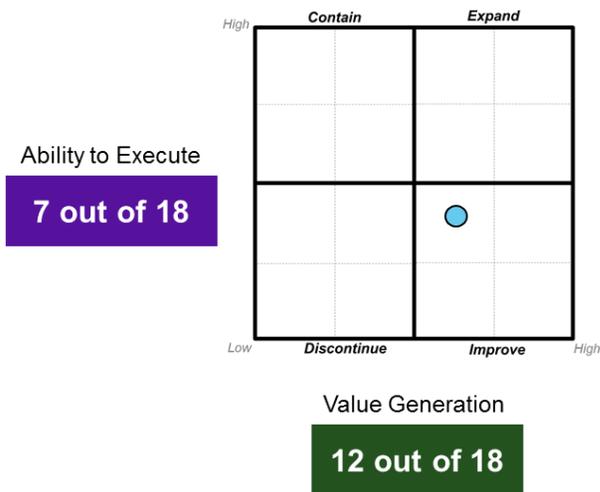
- Identity verification (LexisNexis) originally incorporated into allocation but had to be broken out as FFS due to poor planning around cost/price modeling.
- Service is overspending allocation by 150k and WaTech is anticipating growth in customer base over the next couple years which will add cost pressure.

- Agencies are mandated to use this service.

Gartner Service Evaluation

SAW/SEAP – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- If the state chooses to mandate a single citizen identity solution through a centralized application such as SAW, there needs to be more flexibility with the customer login interface. Beyond the standard interface (SAW) should also enable APIs.
- Assess the long-term viability of the SAW solution and determine whether it makes sense to keep investing in the current platform.
- Develop a customer-driven and WaTech led strategy for citizen identity and authentication services.

▪ Risks/Roadblocks:

- Significant previous investments in existing platform, difficult to change course.

▪ Priority for Investments:

- Architecture assessment and long term strategic plan for replacing or evolving the existing architecture and platform.

▪ Bar for Success:

- Increased customer satisfaction.
- Resolution of outstanding performance issues.

9. Security Gateway/F5

The service definition for Security Gateway/F5 is provided in the Current State Inventory section of this report under the Access & Security subsection.

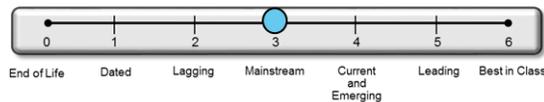
Gartner Service Evaluation

Security Gateway/F5 – Ability to Execute

7 out of 18

Scores

Design and Architecture



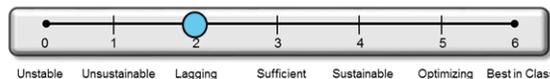
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Services are poorly documented, no product/service management.
- Delivered via F5 devices (includes numerous capabilities being used today, forward and reverse proxy, web application firewall, etc.).
- Have set up redundant environment at secondary data center but DR capability not yet fully implemented.

- Services lagged after OCS separated from WaTech (moved ownership across divisions multiple times).
- No performance measures tracked or reported on.
- When some services were cut over to the F5 WaTech failed to communicate and agencies experienced outages (e.g., loss of whitelisting).

- Neglected area for many years, interim leadership consolidated legacy services onto the F5 platform as a cost saving measure, but decision was made without completing a functional requirements analysis.
- Two dedicated staffers.

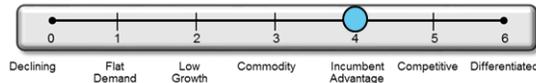
Gartner Service Evaluation

Security Gateway/F5 – Value Generation

11 out of 18

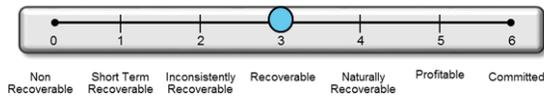
Scores

Customer Value



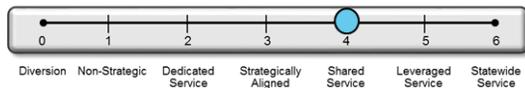
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Several agencies stated that they perceived secure gateway services to be a valuable service provided by WaTech and it's not an area where they look to comparison shop.

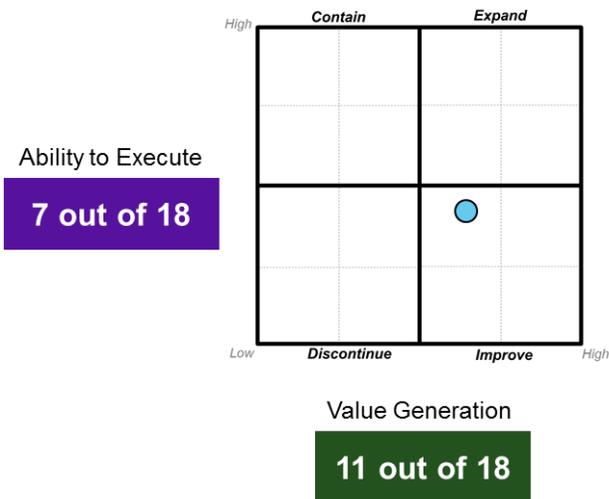
- Given recent adjustments to service offerings provide through the F5 server, multiple services are combined and it is difficult to verify long term recoverability through the allocation.

- Common requirements across customers that can be satisfied through shared security appliances.

Gartner Service Evaluation

Security Gateway/F5 – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Work with customers to define the functional requirements for gateway services and refine the service offering definitions.
- Once requirements are more clearly defined, conduct a gap assessment of the tools, process and staffing used to deliver the service offerings.
- Develop a roadmap for addressing the identified gaps (which may include new solutions, governance, processes, etc.).

▪ Risks/Roadblocks:

- Current allocation funding level may be insufficient to close gaps.

▪ Priority for Investments:

- Define requirements for the gateway services and implementation roadmap.

▪ Bar for Success:

- Service enables appropriate statewide standardization on secure gateway best practices.

10. Certification Authority

The service definition for Certification Authority is provided in the Current State Inventory section of this report under the Access & Security subsection.

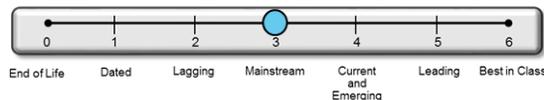
Gartner Service Evaluation

Certification Authority (remote access services) – Ability to Execute

9 out of 18

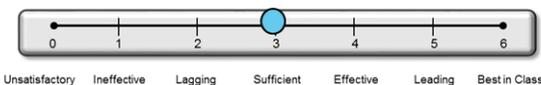
Scores

Design and Architecture



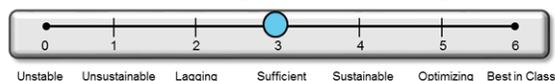
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Windows-based internal certification authority environment that generates public and private certificates.
- Currently managing about 40k certificates (used for both remote access and application MFA).
- Utility leveraged by three services (remote access, SAW/SEAP, and desktop) to generate PKI-based certificates used for authentication.

- No self-service feature available today, request fulfillment process is manual.
- Reasonable turnaround of a couple days to generate new certificates.

- Blended with other services and difficult to ascertain staffing and funding levels but based on current workload volume and customer reports on turnaround, it seems to be staffed appropriately.
- WaTech is currently planning to realign the service from the SAW team to the Identity Management team given greater depth of Windows experience on the Identity Management Team.

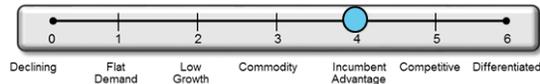
Gartner Service Evaluation

Certification Authority (remote access services) – Value Generation

11 out of 18

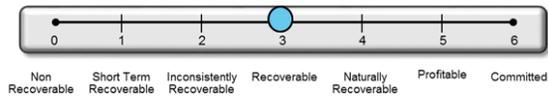
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Several agencies stated that they perceived secure gateway services to be a valuable service provided by WaTech and it's not an area where they look to comparison shop.

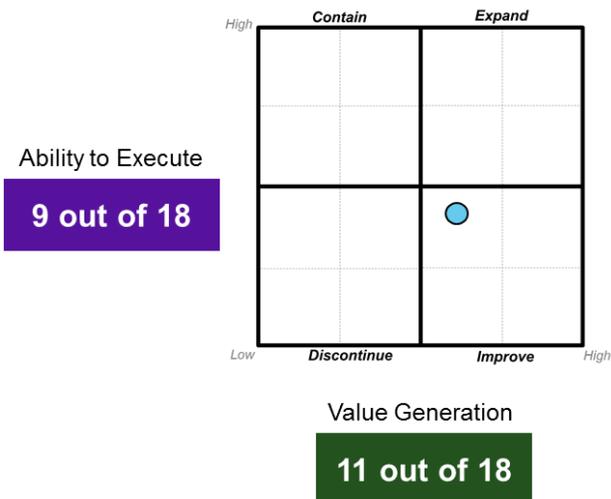
- Difficult to determine given mixture with other services.

- Common requirements across customers that can be satisfied through shared PKI infrastructure.

Gartner Service Evaluation

Certification Authority (remote access services) – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Continue to look for opportunities to improve transparency in relation to cost of service.
- Move forward with planned staffing realignment to improve availability of relevant skills.
- Move forward with planned implementation of self-service features, and explore further integration with Mobile Device Management.

▪ Risks/Roadblocks:

- Management overhead associated with managing another separate cost code.

▪ Priority for Investments:

- None identified.

▪ Bar for Success:

- Maintain request fulfilment timelines and current level of customer satisfaction.

11. Secure FTP

The service definition for Secure FTP is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

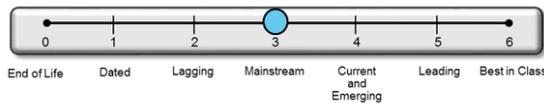
Gartner Service Evaluation

Secure FTP – Ability to Execute

10 out of 18

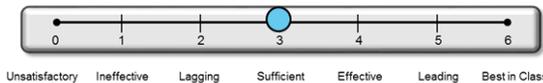
Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



4 – Sustainable: staffing and funding sufficient to maintain service, refresh aging components, and modernize/ improve service over time. Full complement of resources and critical skills sets

Details

- File exchange service delivered via a typical SFTP approach leveraging the historically recognized leader in Managed File Transfer, Axway.

- Transferring 450k files and 6TB of data per month, used heavily for enterprise mainframe applications.
- No tracking or reporting on performance though customers stated that it meets the minimum requirements.

- Service does not require much staff support or funding for refresh (fairly low risk) though current capacity issues will need to be addressed.

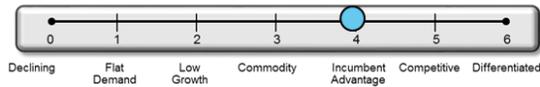
Gartner Service Evaluation

Secure FTP – Value Generation

11 out of 18

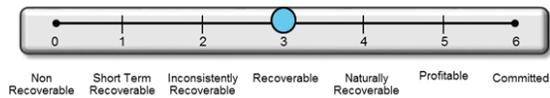
Scores

Customer Value



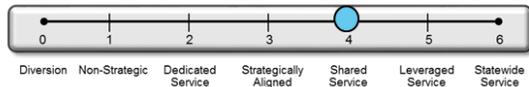
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customers also stated that SFTP is embedded deeply in many of their internal and external data sharing jobs and workflow. Consequently, replacing SFTP with any alternative file transfer solution would be a long, large, complex undertaking requiring significant coordination with many agencies.

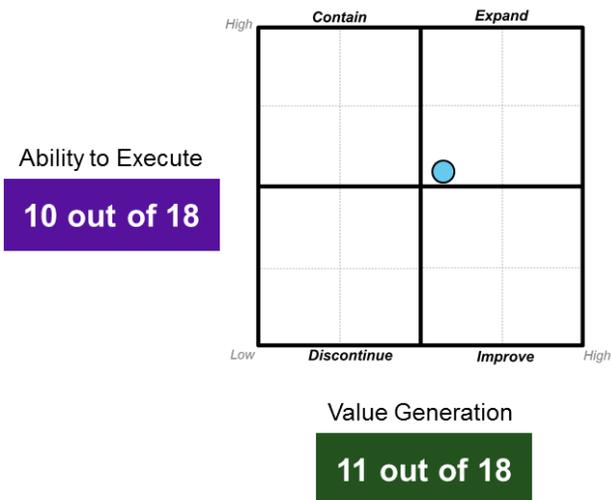
- Service is inexpensive to run, doesn't require much further capital investment and only limited labor (less than one FTE).

- Shared infrastructure service.

Gartner Service Evaluation

Secure FTP – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Sustain the existing solution at the current delivery levels and expand to accommodate natural growth as customer integration needs require.
- Address requirements for refresh within next three years (continue with in flight RFI to identify best approach for refresh).

▪ Risks/Roadblocks:

- One Washington will replace much of the legacy mainframe applications that this service primarily supports and ultimately WaTech will need to plan to accommodate a more modern approach to integration that will be driven by that project.

▪ Priority for Investments:

- None.

▪ Bar for Success:

- Sustain current capability and expand to accommodate growth as needed.

12. Active Directory/ IAM

The service definition for Active Directory/IAM is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

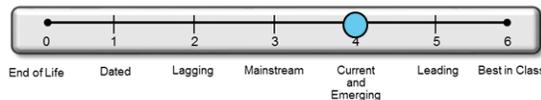
Gartner Service Evaluation

Active Directory/IAM – Ability to Execute

10 out of 18

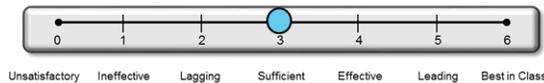
Scores

Design and Architecture



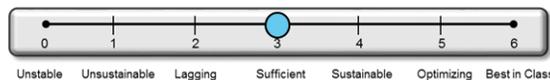
4 – Current and Emerging: aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Architecture is centered around 1 primary production forest (with 6 additional), 27 agency hosted domains, and 26 OUs in the shared domain.
- A number of enhancement initiatives over the past few years in preparing for consumption of Cloud services including utilization of Azure Active Directory Connect for Office 365, upgrading Active Directory Federation Services (ADFS) to v4.0 and the implementation of Microsoft Identity Manager (MIM).
- Working on MS on a multi-tenant architecture assessment thru August.

- WaTech provides support and administration for the primary state forest, and 6 additional supporting forests, however agencies are responsible for day to day maintenance activities.

- WaTech created a separate cost code (4724) for tracking the cost associated with the cloud migration initiative and plans to consolidate all AD/IAM related costs and staffing into one code.
- Limited staffing in relation to AD Federation services.
- Currently working on developing a DP related to migration services.

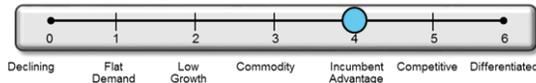
Gartner Service Evaluation

Active Directory/IAM – Value Generation

12 out of 18

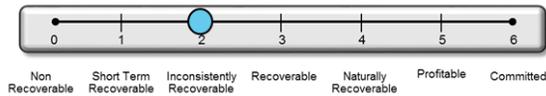
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Customers view this service as a core statewide enterprise function.
- Current quality of service meets most customer requirements however frustration exists with failure to agree upon technical architecture for integrating existing domains with O365 and the WaTech insistence on using a single tenant.

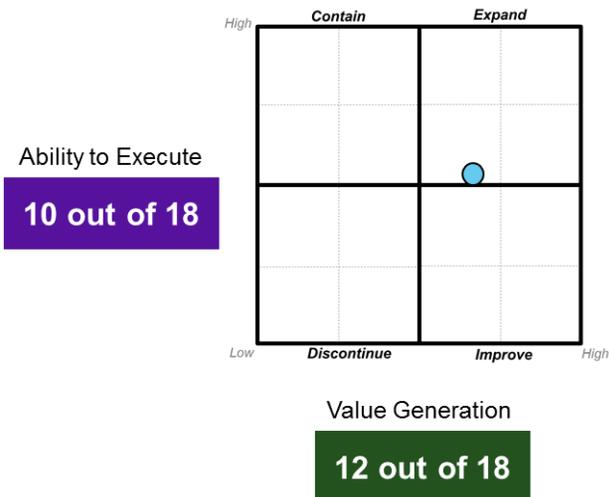
- Fee for service (revenue is covered under 4721 for Active Directory and related cost for the cloud migration are covered under 4724 Identity Management). Collectively the AD/IAM costs are greater than the revenue collected and the service is not recoverable by about \$300k per year.

- Agencies are mandated to use this service.
- Primary strategic value is in the ability to aggregate identities across all agencies.

Gartner Service Evaluation

Active Directory/IAM – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Continue to evaluate and identify initiatives to clean up existing premise-based AD in preparation of cloud based initiatives.
- Create a customer driven, WaTech led and centrally funded Office 365 migration project, which includes developing the state strategy for synchronizing existing on premise AD with Azure Active Directory.
- Consolidate Office 365 related WaTech sub groups under focused common leadership.

▪ Risks/Roadblocks:

- Resolve architectural issues related to active directory and global address replication.

▪ Priority for Investments:

- Define an effective and enforceable governance process accepted by all parties.

▪ Bar for Success:

- Identify path to synchronize identities with Azure AD in order to assist in migration to Office 365.

Workspace Services Analysis and Recommendations

This section includes the following services:

1. Desktop/LAN Support
2. Directory Assistance (citizens)
3. Mobile Device Management
4. Shared Email
5. Skype Services
6. WebEx Video Conf.
7. Teleconferencing
8. Wireless (WIFI)
9. Enterprise SharePoint
10. Office 365 Activation

1. Desktop/LAN Support

The service definition for Desktop/LAN Support is provided in the Current State Inventory section of this report under the Desktop subsection.

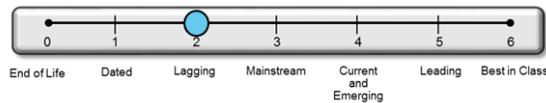
Gartner Service Evaluation

Desktop/LAN Support – Ability to Execute

6 out of 18

Scores

Design and Architecture



2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – **Lagging**: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Historically part of a combined email, desktop, LAN, server hosting, SharePoint support service – but recently separated into a stand-alone desktop/ LAN service.
- Traditional desktop service that does not include much virtualization or automation.

- Some automation with SCCM, and some efficiency through remote support, but generally take a high touch approach.
- Not measuring or reporting against SLAs (break/fix, incident response/resolution).

- LAN support is dependent on one key resource.
- Desktop/LAN staffing is fifty percent higher than the peer average (27.9 versus 18.3)

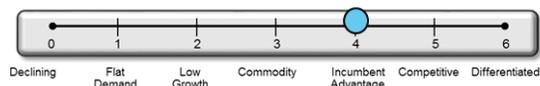
Gartner Service Evaluation

Desktop/LAN Support – Value Generation

10 out of 18

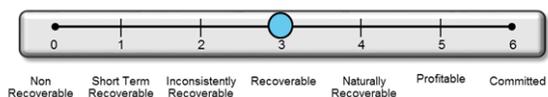
Scores

Customer Value



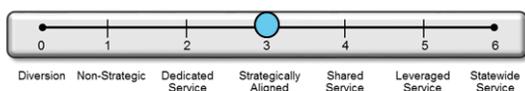
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Existing service is not structured to address needs of smaller agencies, though WaTech is defining some a la carte options.
- Many agencies deliver internally or contract with a 3rd party vendor due to high price of service.
- About 50% of supported desktops with two large agencies (OFM or DES) service stability at risk if either decides to move away from WaTech's service.

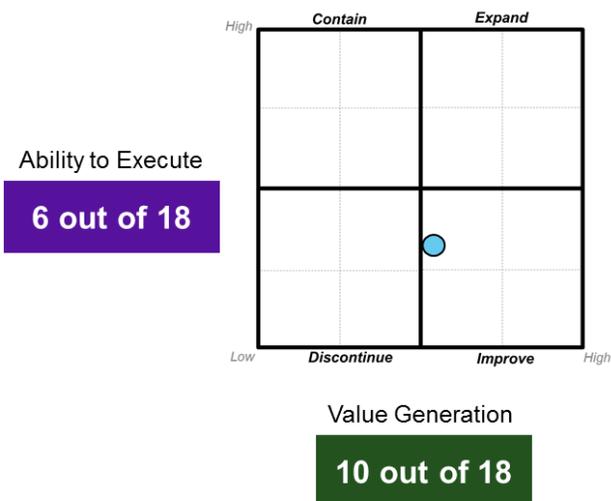
- Unclear whether service is sufficiently funded for all lifecycle refresh requirements (WaTech had not previously established asset management practices).
- New pricing (\$3500 per device per year) established without a clear understanding of cost model.

- RCW explicitly defined WaTech's mission as encompassing responsibility of desktop services.

Gartner Service Evaluation

Desktop/LAN Support – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Develop a customer driven WaTech led strategy to evaluate the best approach for modernizing the service and minimizing costs going forward (e.g., automation, virtualization, remote support, etc.) and maturing processing (e.g., performance management).

▪ Risks/Roadblocks:

- Roughly 50% of the service is at risk as large agencies are considering alternative options.

▪ Priority for Investments:

- Continue establishing key capabilities such as Asset Management and lifecycle refresh planning, Performance Tracking, etc.
- Automate processes to the extent feasible to reduce labor intensive activities.

▪ Bar for Success:

- Stabilize existing customer base before attempting to expand.
- Get a clearer understanding of assets and replacement cycle before defining a new price model.
- Baseline performance against currently agreed SLAs.

2. Directory Assistance (citizens)

The service definition for Directory Assistance (citizens) is provided in the Current State Inventory section of this report under the Telephony subsection.

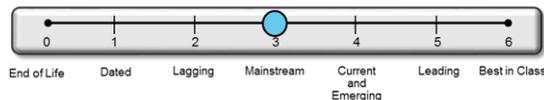
Gartner Service Evaluation

Directory Assistance (citizen) – Ability to Execute

10 out of 18

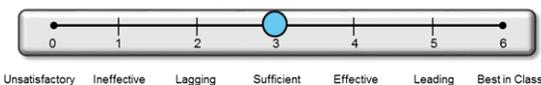
Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



4 – Sustainable: staffing and funding sufficient to maintain service, refreshing components, and modernize/ improve service over time. Full complement of resources and critical skills sets

Details

- Providing directory assistance to citizens via a call center (e.g., 311) is still a common practice, though increasing citizen internet access and the move toward digital government is changing the landscape.
- Note: Contact.wa.gov (the state's citizen-facing online call directory) is not included under this service, and does not have a permanent funding source.

- Current service is being managed to ensure a tolerable speed to answer and low call abandonment rate.

- Based on call volumes and service costs, each call costs roughly \$13 on average, which is out of alignment with benchmarking standards.
- Call volume has dropped almost a third in two years thru March 2018 (accounts for almost 40% of operator call volume).
- 15% of operator team cost aligned to service (regardless of usage).

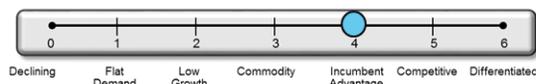
Gartner Service Evaluation

Directory Assistance (citizen) – Value Generation

8 out of 18

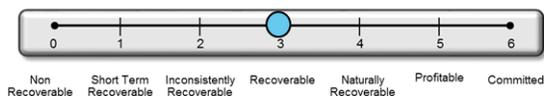
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Customers were not aware of this service and how the fees were calculated
- Service is represented as fee-for-service based on actual usage but service could be more accurately called an “unofficial” allocation, as rates are not aligned with usage and it’s not clear that customers can opt out of paying for the service.

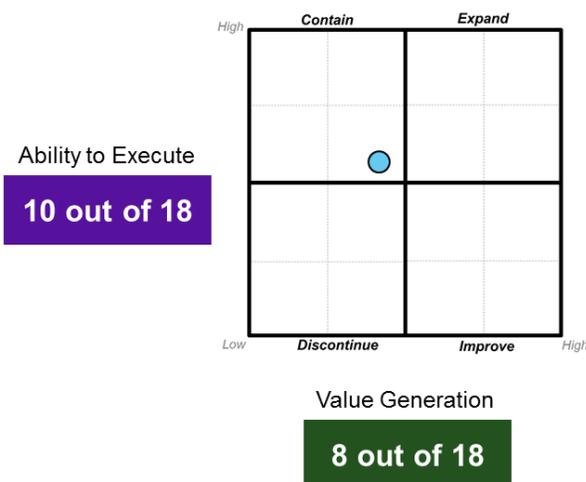
- Actual service costs used to be distributed across the customer base according to total usage for the prior month (costs allocated to agencies receiving directed calls from citizens).
- Billing based on actual usage was discontinued in 2014 and is now static (permanently charged based on the actual usage during the period prior to when tracking was discontinued).

- At 7,500 contacts per year the Directory Assistance operator call center is low volume and likely overlaps with other call centers and directory resources in the state.

Gartner Service Evaluation

Directory Assistance (citizen) – Rating and Recommendations

Rating = **Contain**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Explore ways to contain or even reduce costs. Assess whether there are any overlapping call centers and determine whether there may be a future opportunity to offload remaining calls to another call center.
- Clarify business owner and available funding for contact.wa.gov. WaTech should not make additional investments in this service until lack of business sponsorship and funding is resolved. Once a funding stream is aligned evaluate website requirements, conduct a gap analysis and identify whether the current solution meets the needs. Update chargeback.

▪ Risks/Roadblocks:

- When WaTech replaces the conferencing bridge, operator assist may be ramped down as an offering. WaTech will need to plan to align future plans for this service with plans for the teleconferencing service.

▪ Priority for Investments:

- Identification of overlapping state resources, cost containment plans, updated chargeback approach and communication to agencies on path forward.

▪ Bar for Success:

- Adequate communication with agencies on current service definition, chargeback approach, and path forward.

3. Mobile Device Management

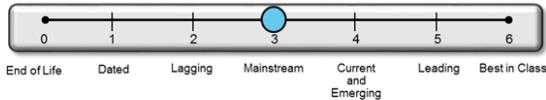
The service definition for Mobile Device Management is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

Gartner Service Evaluation Mobile Device Mgmt – Ability to Execute

7 out of 18

Scores

Design and Architecture



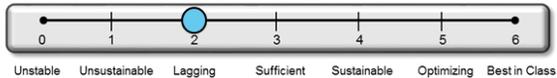
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Existing service more focused on email as compared to Device management.

- Customer support request volumes are not being addressed in a timely fashion.

- Limited staffing to meet existing and future customer needs.
- Lack proper funding to secure customer requested features.

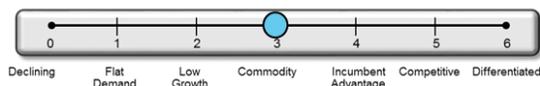
Gartner Service Evaluation

Mobile Device Mgmt – Value Generation

10 out of 18

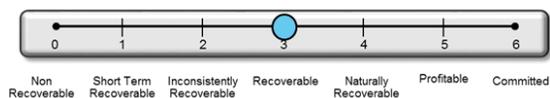
Scores

Customer Value



3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Agencies view existing service as expensive and limited in scope of features.
- Customers also want to use the AirWatch service to access internal applications, however some believe the current service is not configured to allow such access.

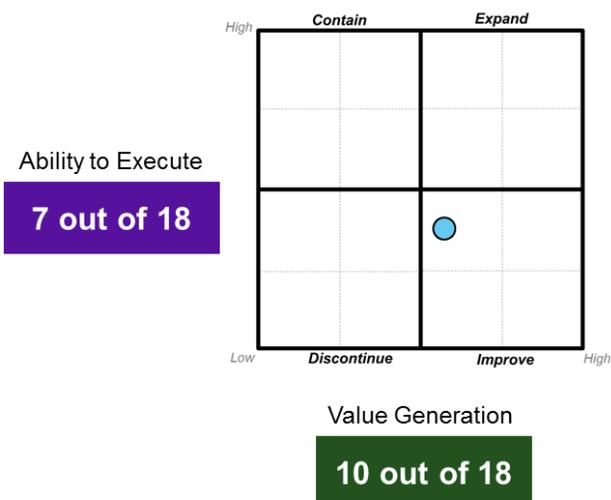
- Given the service as currently defined, including AirWatch licensing and support, WaTech is recovering these costs.
- The current allocation method is difficult to ascertain the labor costs associated with this service.

- Security of mobile devices is a key strategic consideration for the state in protecting mobile data.
- Establishing a common shared MDM solution across all agencies helps to reduce inefficiencies and protect data.

Gartner Service Evaluation

Mobile Device Mgmt – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**
 - Needs to be a customer driven, WaTech led and centrally funded Mobile Device management strategy, including involvement from OCS.
- **Risks/Roadblocks:**
 - Customer distrust, lack of funding/staffing/expertise and lack of enterprise roadmap.
- **Priority for Investments:**
 - Develop a comprehensive mobile device management strategy.
- **Bar for Success:**
 - Resolve WaTech vs agency roles and responsibilities clearly defined and aligned with appropriate costs.
 - Customers onboard and supportive of mutually agreed strategy.

4. Shared Email Services

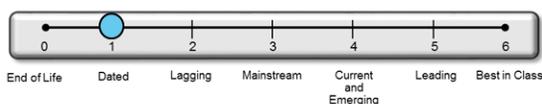
The service definition for Shared Email Services is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

Gartner Service Evaluation Shared Email – Ability to Execute

4 out of 18

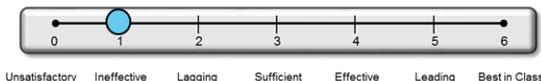
Scores

Design and Architecture



1 – Dated: substantially behind industry standards, significant stability, sustainability and/or long-term viability concerns

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- The service is currently being upgraded from Exchange 2010 to Exchange 2016 to enable future upgrade path to Office 365.
- The failure to upgrade to current versions has significantly impacted the availability and performance of the service.

- The current service is not meeting normal service level metrics from industry (degradation, mass outages, etc.).
- Current service reported metrics are not reflective of customer experiences.
- Incident and problem management processes require significant improvement, including a higher focus on customer communications transparency.

- Postponed hardware/software refresh until it was after end of life (many years longer than they should have been), due to a combination of ineffective funding/staffing challenges that WaTech was unable to overcome.
- WaTech's financial difficulties likely contributed to the deferment of upgrades.

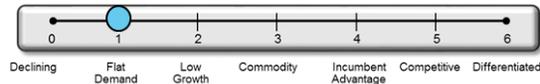
Gartner Service Evaluation

Shared Email – Value Generation

7 out of 18

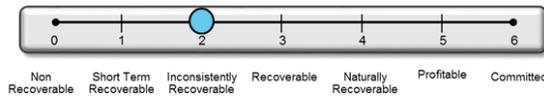
Scores

Customer Value



1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Most customers plan to transition from the existing WaTech hosted Exchange platform to Office 365 and expect WaTech to play a reduced role at a reduced cost.
- Customers are extremely unsatisfied due to chronic instability and poor problem resolution/customer service.

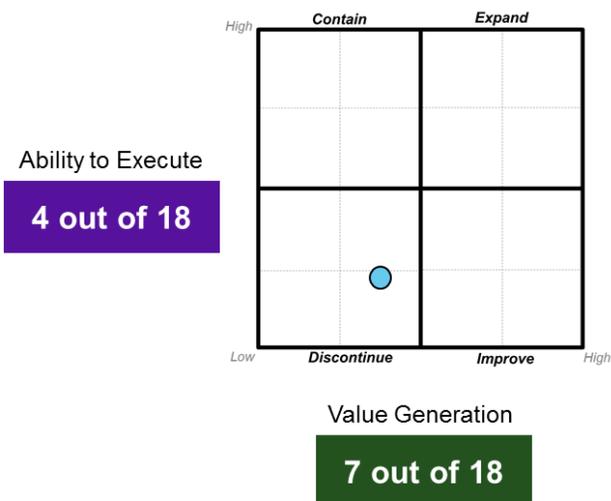
- Service rate is low compared to peers due to WaTech's strategy of assigning administrative support which is typically provided as a standard component of email services in many other states.
- There is a significant risk with regard to the recoverability of this service as agencies migrate to Office 365.

- Should be delivered as a shared service, however roles and responsibilities between WaTech and agencies will likely be different across large vs smaller customers.

Gartner Service Evaluation

Shared Email – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Needs to be a customer driven, WaTech led and centrally funded Office 365 migration project.
- Consolidate Office 365 related WaTech sub groups under focused common leadership.
- Integrated with a comprehensive UCC strategy, including Audio/Web conferencing, telephony and collaboration services.

▪ Risks/Roadblocks:

- Re-establishing customer confidence in WaTech's ability to deliver.
- Addressing staffing/role impacts relating to migration to Office 365
- Resolve architectural issues related to active directory and global address replication.
- Develop replacement/upgrade strategy for vault storage.

▪ Priority for Investments:

- Develop Office 365 implementation and migration strategy.

▪ Bar for Success:

- All customers migrated off the service by end of calendar year 2020.

5. Skype Services

The service definition for Skype Services is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

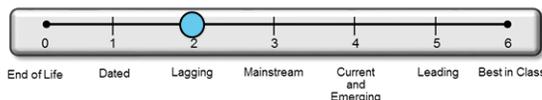
Gartner Service Evaluation

Skype Services – Ability to Execute

5 out of 18

Scores

Design and Architecture



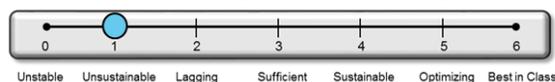
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Customers reported numerous performance and stability issues.
- Service lacks comprehensive redundancy and DR solutions.

- No performance targets have been established.

- 1 dedicated staff (staffing is limited given the complexity and criticality of the service).
- Product expert who setup the service left (this product expert was particularly well received by customers) and was backfilled by resource already supporting the service (service went from two resources to only one product expert).

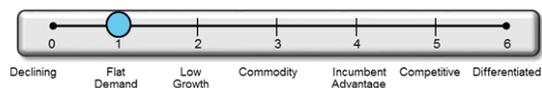
Gartner Service Evaluation

Skype Services – Value Generation

5 out of 18

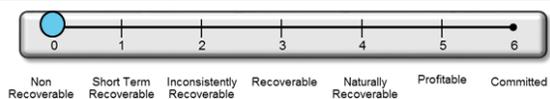
Scores

Customer Value



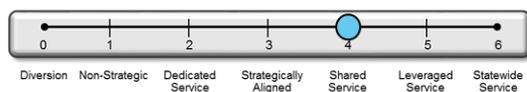
1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



0 – Non Recoverable: Not possible to make this service recoverable even in the short run

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Started charging for it separately and demand dropped off.
- Most customers plan to transition from the existing WaTech hosted Skype platform to Office 365 and expect WaTech to play a reduced role at a reduced cost.

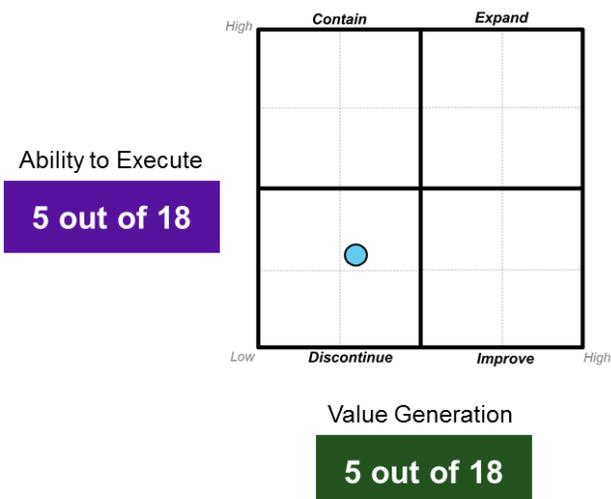
- Function of the lack of scale and lack of customer demand as to why this is not recoverable.

- Should be delivered as a shared service, however roles and responsibilities between WaTech and agencies will likely be different across large vs smaller customers.

Gartner Service Evaluation

Skype Services – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Needs to be a customer driven, WaTech led and centrally funded Office 365 migration project.
- Consolidate Office 365 related WaTech sub groups under focused common leadership.
- Integrated with a comprehensive UCC strategy, including Audio/Web conferencing, telephony and collaboration services.

▪ Risks/Roadblocks:

- Re-establishing customer confidence in WaTech's ability to deliver.
- Addressing staffing/role impacts relating to migration to Office 365.
- Resolve architectural issues related to active directory and global address replication.

▪ Priority for Investments:

- Develop Office 365 implementation and migration strategy.

▪ Bar for Success:

- All customers migrated off the service by end of calendar year 2020.

6. WebEx Video Conf.

The service definition for WebEx Video Conf. is provided in the Current State Inventory section of this report under the Telephony subsection.

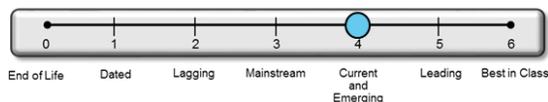
Gartner Service Evaluation

WebEx Video Conferencing – Ability to Execute

12 out of 18

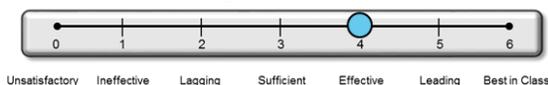
Scores

Design and Architecture



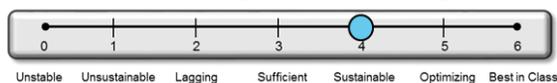
4 – Current and Emerging: aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



4 – Effective: well developed standardized processes followed, customer expectations consistently met (for responsiveness and performance), performance targets are consistently reported and meaningful to customers and includes basic process workflow

Staffing and Funding



4 – Sustainable: staffing and funding sufficient to maintain service, refresh aging components, and modernize/ improve service over time. Full complement of resources and critical skills sets

Details

- WebEx as a third party SaaS service which is a common communication and collaboration platform used by most government entities.

- This service is delivered as a SaaS solution and offered by WaTech to all agencies.
- The service currently has low usage, i.e. less than 1000 accounts, and competing against similar WaTech services (though WaTech estimates five to seven-thousand users given customer strategy of limiting named accounts and utilizing them heavily for cost containment).

- No staffing issues and service has funding to operate on an ongoing basis.

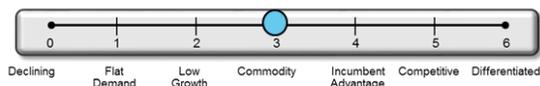
Gartner Service Evaluation

WebEx Video Conferencing – Value Generation

11 out of 18

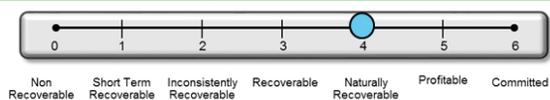
Scores

Customer Value



3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



4 – Naturally Recoverable: WaTech is able to price the service for full recoverability, including refresh/replacement of components and evolution of components over multiple biennia

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customer perceive service as expensive vs contracting directly with vendor.
- Due to variety of communication services, customers lack a clear understanding of the value proposition for using WebEx over additional WaTech services.

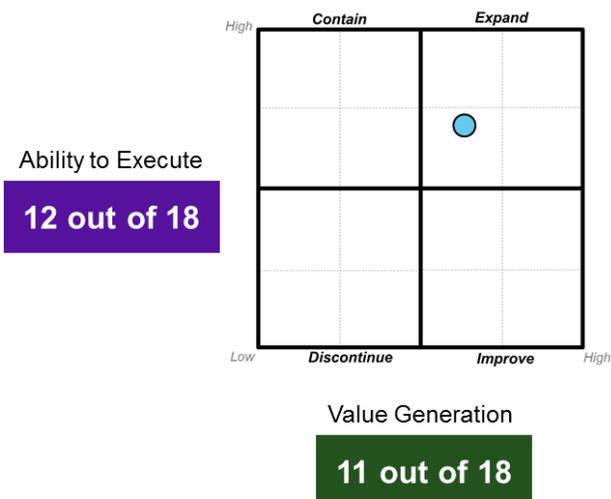
- WaTech has been able to charge a premium for this service, resulting in a annual surplus.
- As service expands to a larger user base, thus offering economies of scale, explore ways to pass cost reductions to customers via reduced rates.

- This is a brokered service with additional value added services offered by WaTech (account creation/management, vendor management).

Gartner Service Evaluation

WebEx Video Conferencing – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Break out costs of each service separately between WebEx and Tele-conferencing services to better understand viability of each service.
- Explore opportunities to differentiate value added services to match customer need and demand.
- Incorporate service into comprehensive UCC strategy, including Office 365.

▪ Risks/Roadblocks:

- Helping customers understand the value of this service over other WaTech services and transitioning over to appropriate service(s).

▪ Priority for Investments:

- Market benefits of using WebEx service as compared to other communication services offered by WaTech.

▪ Bar for Success:

- Deliver service in more cost effective manner and reduce rates.
- Expand usage of the service across customer base by 20 percent per year over the next 3 years.

7. Teleconferencing

The service definition for Teleconferencing is provided in the Current State Inventory section of this report under the Telephony subsection.

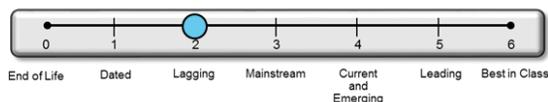
Gartner Service Evaluation

Teleconferencing – Ability to Execute

8 out of 18

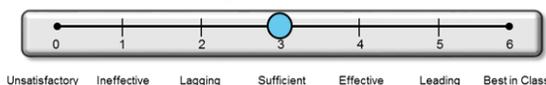
Scores

Design and Architecture



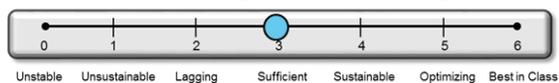
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Current delivery model is outdated, requiring phone call to operator for meeting scheduling.
- Does not include integration with modern UCC tools such as presence and web conferencing.

- Self-service web conference management features not rolled out to customers due to inability to overcome networking and security issues.
- Current operator service decks is being managed to ensure a tolerable speed to answer and low call abandonment rate.

- Well staffed and funded.
- Sufficient funding should be available to replace conference bridge when needed.
- Majority of labor-related costs are the high-touch operator service desk, roughly 5 of 6 direct resources are operators.

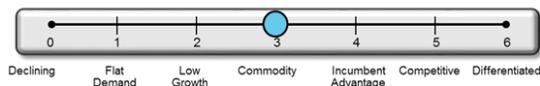
Gartner Service Evaluation

Teleconferencing – Value Generation

11 out of 18

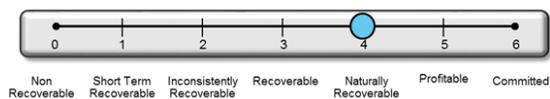
Scores

Customer Value



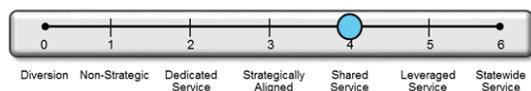
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



4 – Naturally Recoverable: WaTech is able to price the service for full recoverability, including refresh/replacement of components and evolution of components over multiple biennia

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Customer perceive service as expensive vs internal or external options.
- According to WaTech, there is a set of senior level judicial executives that are high users of this service.

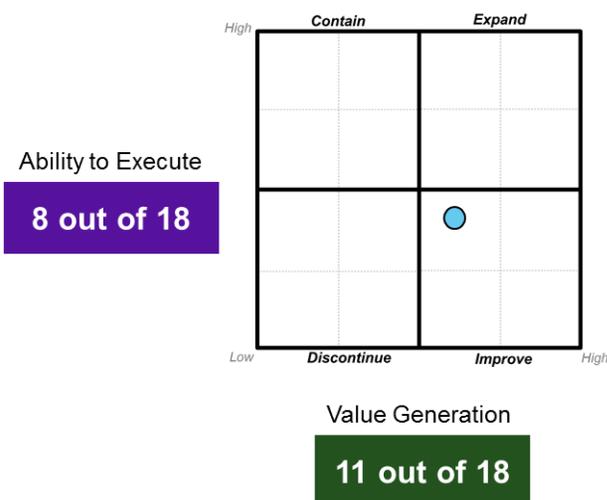
- WaTech has been able to charge a premium for this service, resulting in a annual surplus.

- Existing service is a low cost, legitimate and price predictable shared service.

Gartner Service Evaluation

Teleconferencing – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Rollout self scheduling and call management capabilities.
- Differentiate pricing between WebEx, operator assisted vs self scheduled audio conferencing.
- Incorporate service into comprehensive UCC strategy, including Office 365.

▪ Risks/Roadblocks:

- Helping customers understand the value of this service over other WaTech services and transitioning over to appropriate service(s).

▪ Priority for Investments:

- Incorporation into a customer driven UCC strategy and rationalization of services.

▪ Bar for Success:

- Moving most customers (90%) from operator assisted to self managed conferences.

8. Wireless (WIFI)

The service definition for Wireless (WIFI) is provided in the Current State Inventory section of this report under the Access and Security subsection.

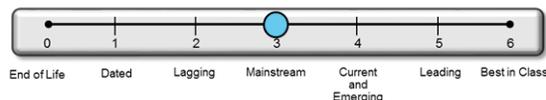
Gartner Service Evaluation

Wireless (WIFI) – Ability to Execute

10 out of 18

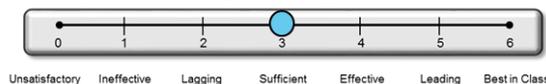
Scores

Design and Architecture



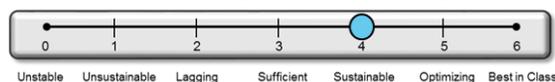
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



4 – Sustainable: staffing and funding sufficient to maintain service, refresh aging components, and modernize/ improve service over time. Full complement of resources and critical skills sets

Details

- Well designed and received service that provides state users with access to the home networks from any WIFI equipped state office location.
- WaTech creates the design and configures devices before shipping to customer.
- Customers are responsible for installing WIFI equipment (plug and play).

- Service has started to mature and processes are relatively well established.
- Consistent and reliable service.

- Given the division of labor between WaTech and Customer responsibilities the service is sustainably staffed and funded.

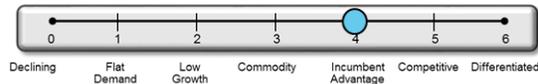
Gartner Service Evaluation

Wireless (WIFI) – Value Generation

11 out of 18

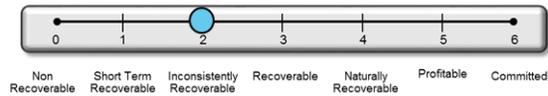
Scores

Customer Value



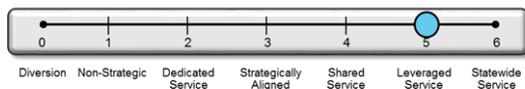
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

Details

- Service is generally well perceived by customers.
- Service is viewed as expensive due to recent price increases without explanation or billing transparency.

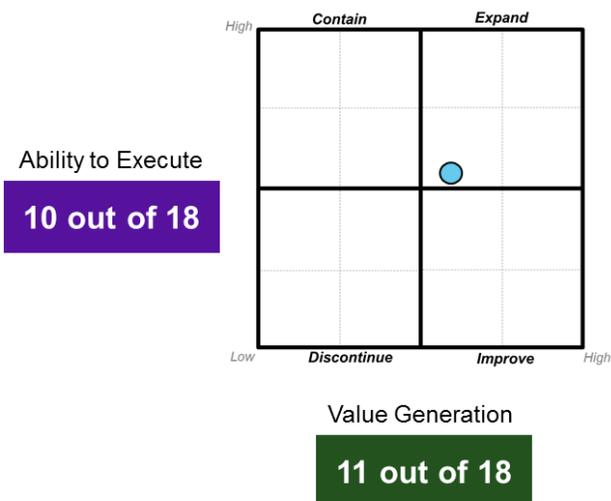
- Following the recent price increase the service is cost recoverable, however it's unclear how the WIFI refresh cycle impacts long term recoverability when the hardware replacement cycle is factored in.

- Service offers key functionality for roaming users that is valuable (standardized platform).

Gartner Service Evaluation

Wireless (WIFI) – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Develop marketing program to expand service.
- Refresh technology strategy to make sure they are deploying the appropriate generation of access points.
- Move responsibility for the service to the network services division.

▪ Risks/Roadblocks:

- Availability of staffing to deliver any increase in service requests.

▪ Priority for Investments:

- Marketing effort to expand use of service.

▪ Bar for Success:

- Establish predictable and manageable refresh cycle (20 to 25% of access points per year assuming four or five year refresh requirement).
- Expand footprint by 35-40 sites/375 access points per year over the next 3 years.

9. Enterprise SharePoint

The service definition for Enterprise SharePoint is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

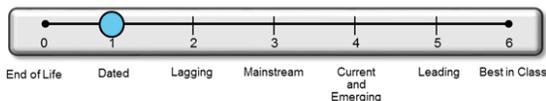
Gartner Service Evaluation

Enterprise SharePoint – Ability to Execute

3 out of 18

Scores

Design and Architecture



1 – Dated: substantially behind industry standards, significant stability, sustainability and/or long-term viability concerns

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Not architected or supported as an enterprise deployment.

- Ad hoc, no real performance targets.

- Underfunded, already identified for retirement.

Gartner Service Evaluation

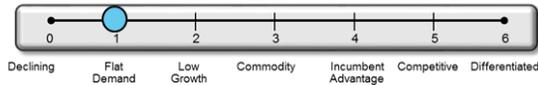
Enterprise SharePoint – Value Generation

4 out of 18

Scores

Details

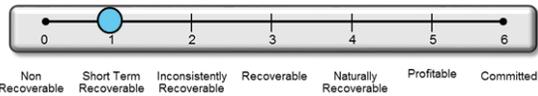
Customer Value



1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

- Small number of users, already established end of life date.

Economic Value



1 – Short Term Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives, but costs can only be kept within range of benchmarks through understaffing and deferred maintenance and capital investment

- Has been unrecoverable (50-80k loss per year).

Strategic Value



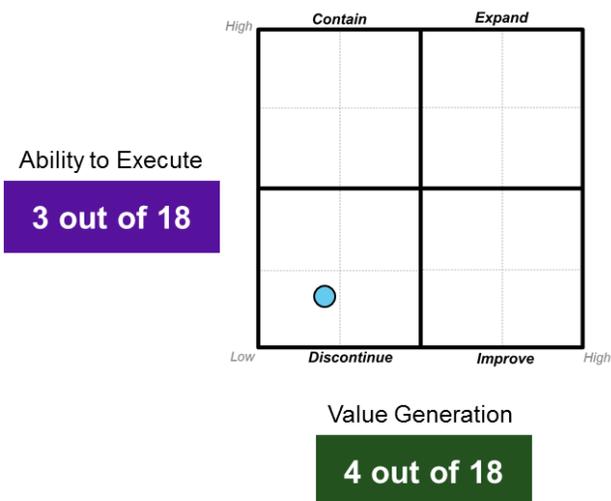
2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

- Should be delivered as a shared service, however roles and responsibilities between WaTech and agencies will likely be different across large versus smaller customers.

Gartner Service Evaluation

Enterprise SharePoint – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Needs to be a customer driven, WaTech led and centrally funded Office 365 migration project.
- Consolidate Office 365 related WaTech sub groups under focused common leadership.
- Integrated with a comprehensive UCC strategy, including Audio/Web conferencing, telephony and collaboration services.

▪ Risks/Roadblocks:

- Re-establishing customer confidence in WaTech's ability to deliver.
- Addressing staffing/role impacts relating to migration to Office 365.
- Resolve architectural issues related to active directory and global address replication.

▪ Priority for Investments:

- Develop Office 365 implementation and migration strategy.

▪ Bar for Success:

- All customers migrated off the service by end of calendar year 2020.

10. Office 365 Activation

The service definition for Office 365 Activation is provided in the Current State Inventory section of this report under the Messaging & Collaboration subsection.

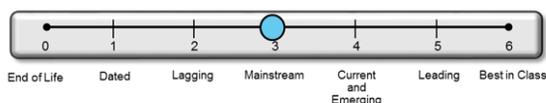
Gartner Service Evaluation

Office 365 Activation – Ability to Execute

5 out of 18

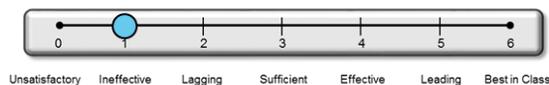
Scores

Design and Architecture



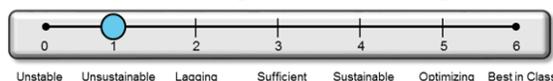
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- The idea of this service is moving to Office 365 for delivery of MS Office to desktops is in line with industry best practices.
- The specific service WaTech is delivering via the activation service is inadequate to support the enterprise rollout of Office 365.

- Roles and responsibilities within WaTech sub groups, as well as WaTech and agencies, are not well defined.
- The policies and rules around how Office 365 tenants will be established and managed are undecided.
- The internal WaTech resources supporting Office 365 are distributed across multiple sub groups today.

- This service funds one project manager and a Microsoft premier support contract primarily used to support WaTech internal resources.

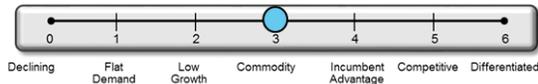
Gartner Service Evaluation

Office 365 Activation – Value Generation

6 out of 18

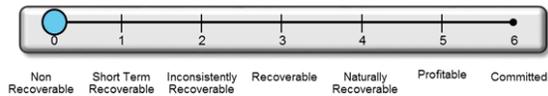
Scores

Customer Value



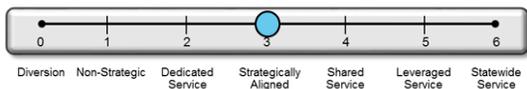
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



0 – Non Recoverable: Not possible to make this service recoverable even in the short run

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Customers are generally unsatisfied with WaTech’s existing strategy for Office 365.

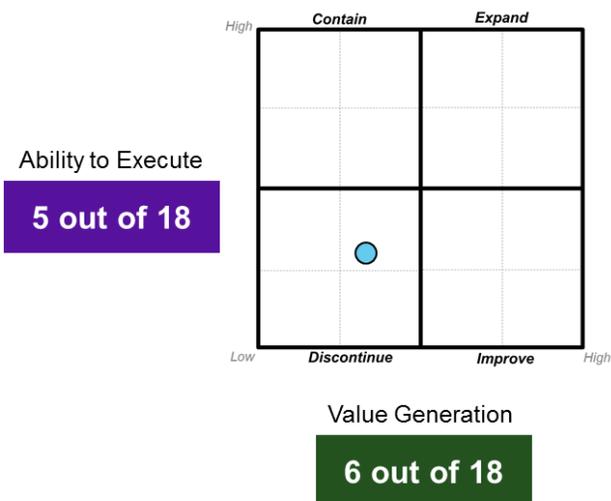
- No current revenue stream.
- Investment required to move Office 365 strategy forward, including migration, configuration and training.

- Customer needs will likely be significantly different between large and small agencies, thus services will need to reflect their requirements.

Gartner Service Evaluation

Office 365 Activation – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Needs to be a customer driven, WaTech led and centrally funded Office 365 migration project.
- Consolidate Office 365 related WaTech sub groups under focused common leadership.

- **Risks/Roadblocks:**

- Disagreement in architecture design, customer distrust, lack of funding and lack of enterprise roadmap.

- **Priority for Investments:**

- Restructure service to focus on enabling agency migrations to the full Office 365 suite of services.

- **Bar for Success:**

- Resolve Office 365 tenant architecture issues, WaTech vs agency roles and responsibilities clearly defined and aligned with appropriate costs.
- Customers onboard and supportive of mutually agreed strategy.

Application Services Analysis and Recommendations

This section includes the following services:

1. Project Management
2. Agile Business Analysts
3. UX & Accessibility
4. Web Platform/Design
5. Access Washington
6. Usability Lab
7. BPaaS (ServiceNow Dev)
8. ESF – Finance
9. ESF – HR/Payroll
10. ESF – Budget
11. ESF – Enterprise Reporting
12. OFM Enterprise (Gov's Apps)
13. E-Time
14. JINDEX

1. Project Management

The service definition for Project Management is provided in the Current State Inventory section of this report under the Project Management subsection.

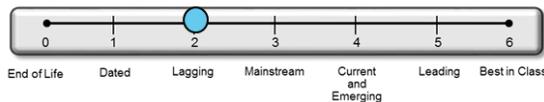
Gartner Service Evaluation

Project Management – Ability to Execute

6 out of 18

Scores

Design and Architecture



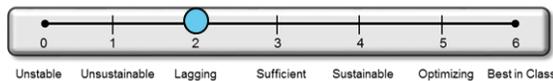
2 – **Lagging**: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – **Lagging**: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – **Lagging**: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- PMs provided as staff augmentation support for internal WaTech and external agency projects. PMs are often the “glue” that customers depend on to bridge across multiple WaTech groups to get things done.
- Parameters of the “consulting practice” are not well defined (e.g., goals for billability, lead development, resourcing strategy, etc.).
- Currently leveraging project server for project tracking.

- Key processes not formally documented, currently ad hoc – demand forecasting, resource management, etc.
- Inconsistent results/customer satisfaction largely dependent on the specific capabilities of individual PMs.
- No clear performance based SLAs for external customers.

- Inconsistent skill levels and capabilities across PM workforce.
- Inability to balance demand with available supply of PMs has led to low utilization.
- Resources primarily delivering internal projects (billable/unbillable) and only available for external as time allows.
- Some funding available for training.

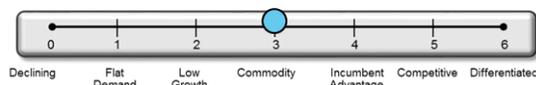
Gartner Service Evaluation

Project Management – Value Generation

6 out of 18

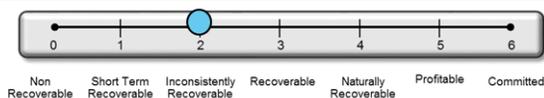
Scores

Customer Value



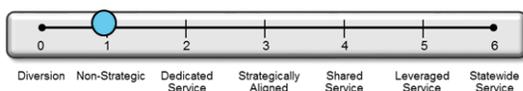
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Customers seem to value use of PMs to facilitate WaTech services and projects, however they don't understand why they should pay extra.
- Customers do not foresee using WaTech PMs to support agency-specific projects that do not involve WaTech services.
- Customers believe there is a rate vs. skill/ROI mismatch when comparing most WaTech PMs with agency and external options.

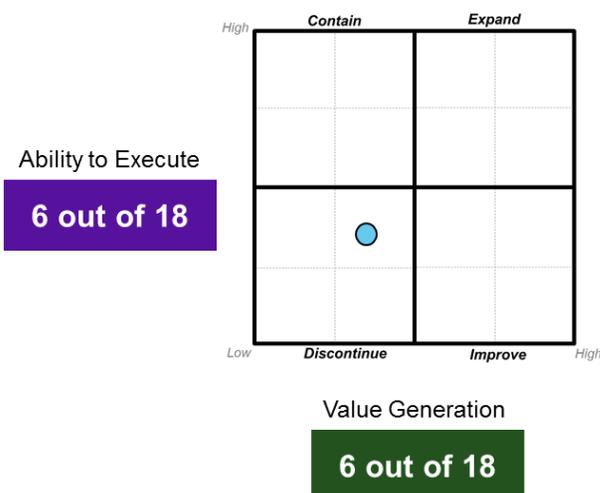
- Challenge with consistently aligning supply and demand. Revenue has not consistently supported staffing levels.
- Low external demand at existing price point.
- Service owners sometimes reluctant (due to budget) to employ WaTech PMs at billable rates and instead assign this work to non-PM resources.

- Expertise-based service that's easy for agencies to contract for or maintain in-house.
- Difficult to understand how the current external facing PM service is filling a strategic need.
- WaTech would be better off focusing its best PMs on improving internal project delivery and improving interactions with customers during projects or service activation activities.

Gartner Service Evaluation

Project Management – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Focus PM services on the the improvement and delivery of WaTech services.
- Stop selling PM services as a service and embed costs as a part of ongoing WaTech operations (eliminate disincentive to leverage project managers in key operational projects, but still track billed time for showback purposes).
- Establish PMO governance for ongoing needs evaluation and prioritization, to ensure appropriate pipeline management and rightsizing staffing to meet requirements.
- Establish flexible contracts to utilize third party project managers to meet short-term demand as needed.

▪ Risks/Roadblocks:

- Possible over-commitment of resources (governance/prioritization becomes important for WaTech operational managers).
- Need to satisfy existing commitments for project delivery.

▪ Priority for Investments:

- Communication to customers on adjusted direction.

▪ Bar for Success:

- Improved performance of on-time, on-budget delivery of WaTech operational projects.

2. Agile Business Analysts

The service definition for Agile Business Analysts is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection sub-section.

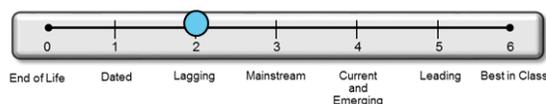
Gartner Service Evaluation

Agile Business Analysts – Ability to Execute

5 out of 18

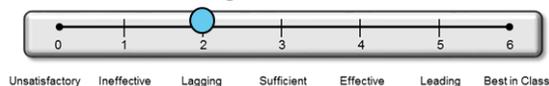
Scores

Design and Architecture



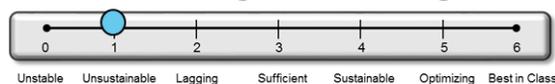
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Primarily focused on short (up to about 4 week) engagements to rapidly develop requirements for RFPs, and some experience acting as “product owner” or “agile coach” for small agile development projects.
- Stand-alone offering that’s not clearly aligned to support broader agile development practices (Scrum, SAFE, 18F style modular procurement, etc.).

- Recently adopted high level agile methodology; still developing and maturing most key processes.
- Service is still in experimental stage (2-3 projects) making it difficult to judge effectiveness and repeatability.

- Dependent on episodic capacity (i.e., “spare time”) from staff who are committed to supported enterprise systems on a full-time basis.
- Staff are fully funded to support OFM applications necessitating system for reimbursing the Enterprise Systems Fee for time spent.
- No meaningful financial support allocated to this service, allowance to fund training is dependent on sufficient FFS work being sold.
- Highly dependent on capabilities of an individual manager given that the staff has limited experience.

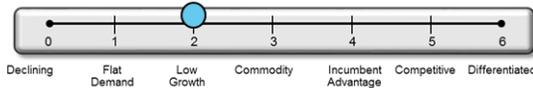
Gartner Service Evaluation

Agile Business Analysts – Value Generation

5 out of 18

Scores

Customer Value



2 – Low Growth: Limited net new demand for the service because some customers do not perceive the service as reasonable when compared to alternatives

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Very limited customer demand for this service (400 hours of work 9/17 - 3/18), SOS and ESD. No repeat customers so far. No committed backlog of service requests from customers.
- \$160/hr high when compared to 3rd party providers.
- Customers seem to be looking for staff augmentation support from dedicated BAs that can be assigned for longer durations.
- OFM stated this service detracts from their ability to utilize “their” resources as they did in the past. They have backlog of work and don’t believe there is genuine spare capacity available.

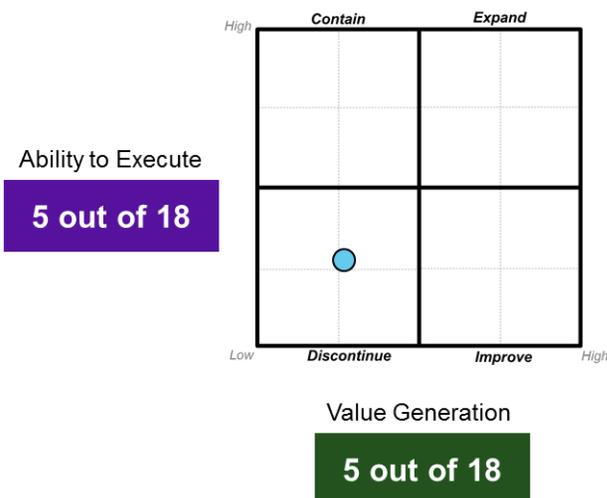
- Sales and marketing are not well established to maintain a consistent pipeline of projects.
- Given nature of this as a ‘consulting service’ it is highly dependent on demand – which isn’t yet consistent or well understood.

- Service provides some value to a limited set of customers (who otherwise would do it themselves or hire 3rd party providers).

Gartner Service Evaluation

Agile Business Analysts – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Discontinue stand-alone service and refocus on the enterprise application portfolios where there may be an opportunity to improve delivery effectiveness.
- Assess management structure and consider realignment to best meet the needs of the enterprise application business owners.

▪ Risks/Roadblocks:

- Need to any satisfy existing commitments for project delivery.

▪ Priority for Investments:

- Communication to customers and staff on adjusted direction.

▪ Bar for Success:

- Improvement in key business owner satisfaction for delivery of enterprise systems.

3. UX & Accessibility

The service definition for UX & Accessibility is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection sub-section.

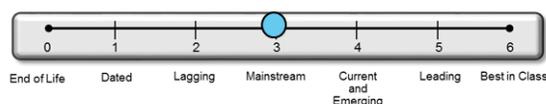
Gartner Service Evaluation

UX & Accessibility – Ability to Execute

8 out of 18

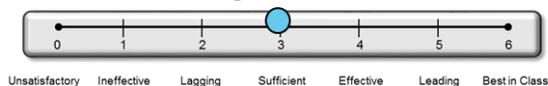
Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Provided as staff augmentation/consulting support for external agency projects.
- Includes a number of standard usability/user experience design capabilities, including assessing and making changes to ensure with OCIO polices around ADA/ accessibility compliance.
- Parameters of the “consulting practice” are not well defined (e.g., goals for billability, lead development, resourcing strategy, etc.).

- No service or delivery issues highlighted in staff, executive or customer interviews/working sessions.
- Small portfolio of successful UX and Accessibility projects reviewed (workload is episodic with 4 months in FY18 bringing in \$0 dollars of revenue but May forecasted to bring in \$20,000).

- Delivery overly dependent on 1-2 key individuals, with limited recruitment/training pipeline and no flexible contracts to address demand spikes.
- Portion of time for staff associated with this service covered by a service which is recommended for termination (Usability Lab). This termination will result in additional cost pressure on this service.

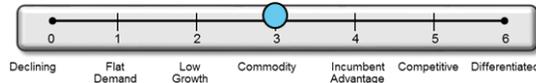
Gartner Service Evaluation

UX & Accessibility – Value Generation

6 out of 18

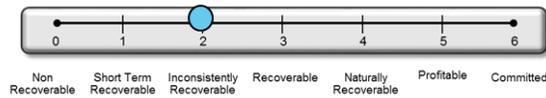
Scores

Customer Value



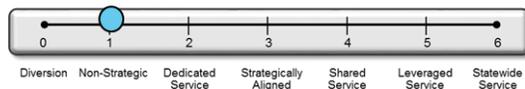
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- \$150/hour high when compared with 3rd party providers for accessibility work, but reasonable for higher end UX design activities.
- Focus of current demand appears to be helping agencies address ADA compliance issues, which represent significant agency liability.
- Few agencies report that they are doing large scale custom development which would require significant UX support.

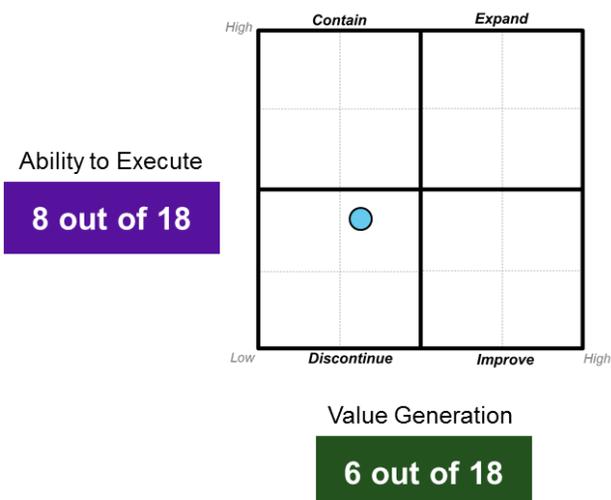
- Revenue has not consistently supported staffing level (though staff are paid through ESF allocation thru FY19).
- Future recoverability is dependent on a single \$500,000 contract (signed in FY18) to conduct a UX evaluation for the Paid Family and Medical Leave portal. Little additional committed pipeline documented or reported.
- Low external demand at existing price point once initial accessibility compliance work is completed.

- Adapting websites for ADA/accessibility compliance is a commodity skillset that is available from many sources.
- Skilled UX resources are hard to find and are typically housed in centralized groups that are part of large application development organizations. As WaTech is mostly an infrastructure and legacy application support provider, the strategic alignment here is not as clear.
- It is not clear that the agencies value WaTech maintaining a UX capability for them to tap into from time to time, when needed.

Gartner Service Evaluation

UX & Accessibility – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Consider this to be a feature of a unified website offering by encompassing UX skills and capabilities within existing website services.

- **Risks/Roadblocks:**

- Minimize impact to ongoing and scheduled projects (meet current commitments and planned phased end to service).
- Impact on required staffing.

- **Priority for Investments:**

- Communication to customers and staff on adjusted direction.

- **Bar for Success:**

- Shut down standalone service with no impact to customers.

4. Web Platform/Design

The service definition for Web Platform/Design is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection sub-section.

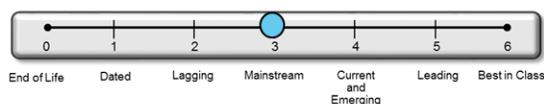
Gartner Service Evaluation

Web Platform/Design – Ability to Execute

8 out of 18

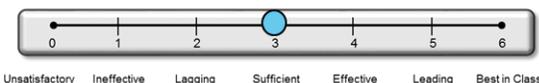
Scores

Design and Architecture



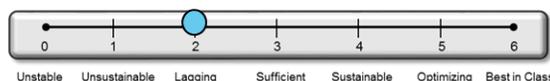
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Leveraging a mainstream architecture/ hosting approach with Drupal and Pantheon.
- Reasonable service consisting of up front development charges plus on-going subscription for “maintenance”.
- Marketing materials, scope of service, SLA's and pricing, particularly around subscription service not well defined - unclear what happens if agency does not subscribe - or does not renew subscriptions in the future? Unclear how changes/additions to website will impact subscription costs.
- Small project size makes maintaining a consistent pipeline difficult until predictable subscription services become a larger part of revenues.
- Key delivery processes not formally documented, currently ad hoc – demand forecasting, resource management, development, testing, transition to maintenance status, etc.
- Large portfolio of delivered websites with many for repeat customers.
- Delivery overly dependent on 1-2 key talented individuals, with limited recruitment/training pipeline.
- As the workload grows with addition of new websites, there may be scalability issues with current staffing model. Lack of precise time tracking/labor cost tracking may complicate this process.
- Funding for large scale platform changes (moving from Drupal or Pantheon or adding new technologies not currently offered).

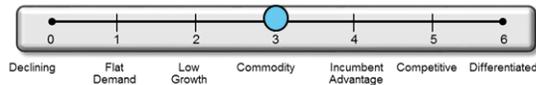
Gartner Service Evaluation

Web Platform/Design – Value Generation

10 out of 18

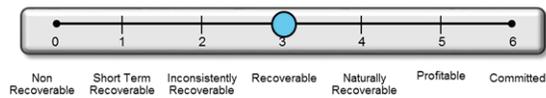
Scores

Customer Value



3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Perceived as a reasonable option by a number of agencies, though other external providers are also seen to be equal or preferred alternatives.
- Many completed projects, many repeat customers; positive feedback from both current and potential customers who agree website development is a hard skillset to attract and maintain.

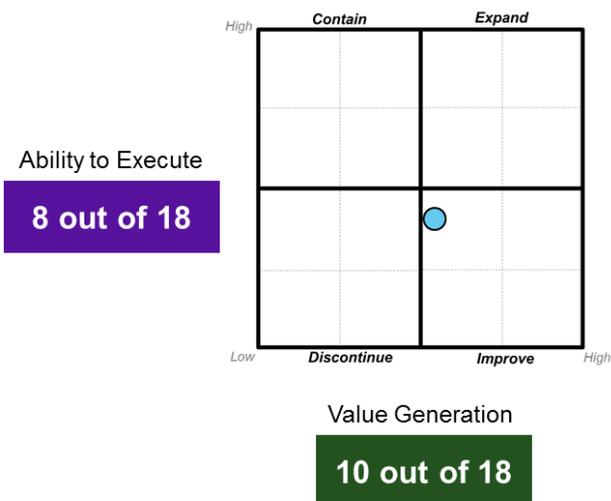
- Development + subscription based support model looks like it will become cost recoverable next FY (service start up was funded via a dedicated SLA agreement), long-term recoverability is dependent on customer willingness to enter into multi-year support arrangements.
- Self-service content management by customers with WaTech only providing final QA and promotion is critical to keeping costs low and meeting customer service expectations for responsiveness.

- Common shared service with economies of scale gained from website template development and management, and by incorporating both implementation and support into a common service.

Gartner Service Evaluation

Web Platform/Design – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Create flexible staffing agreements to augment staff when required.
- Consider incorporating UX design and accessibility support as a value-added feature of this service.

▪ Risks/Roadblocks:

- Keeping staffing levels in alignment with sustainable revenue stream.

Priority for Investments:

- Focus on flexible staffing arrangements and alignment of existing resources.

▪ Bar for Success:

- Ability to meet project demand that maintains recoverability.
- As service scales, maintain consistent level of customer satisfaction.

5. Access Washington

The service definition for Access Washington is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection sub-section.

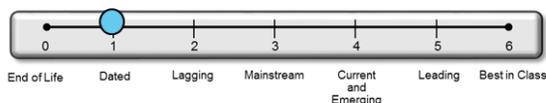
Gartner Service Evaluation

Access Washington – Ability to Execute

3 out of 18

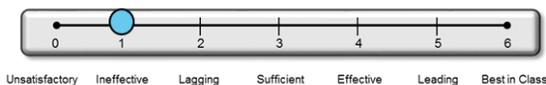
Scores

Design and Architecture



1 – Dated: substantially behind industry standards, significant stability, sustainability and/or long-term viability concerns

Delivery Effectiveness



1 – Ineffective: a variety of ad hoc processes/tools are in place, performance targets not fully defined or tracked

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Access Washington is what comes up first when one googles “State of WA website” or goes to www.wa.gov (it is the State’s legacy “official website”).
- It is a static website in need of technical and content overhaul, has no business sponsor or funding stream, receives minimal WaTech support and minimal attention from agencies.

- Lack of business sponsorship with WaTech acting as proxy owner without a clear process for keeping content up to date or for shutting it down.
- The site content was moved to a low cost external web hosting service and staff reassigned to reduce costs to the bare minimum.
- It is generally considered by all to be a poor digital front door for the State.

- No dedicated staffing and history of funding diversion (fund has been used for open data Socrata licensing, Usability Lab and UX and Accessibility staffing).
- Only putting in minimal day-to-day effort to keep the site running as-is.
- Content updates are the responsibility of agencies or simply are not done.

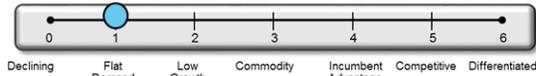
Gartner Service Evaluation

Access Washington – Value Generation

4 out of 18

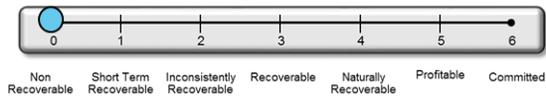
Scores

Customer Value



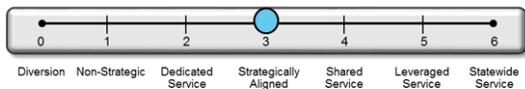
1 – Flat Demand: Demand for the service is stagnant. Key customers have stated intention to hold at their current footprint, allow for organic growth, or begin to transition away from the service

Economic Value



0 – Non Recoverable: Not possible to make this service recoverable even in the short run

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Current unique monthly visitors is low compared to state population (70,000 unique visitors). Not clear how usage has changed over time as historical trend data is not available (not tracked or reported on).
- No clear business case or business owner (effectively a legacy site).

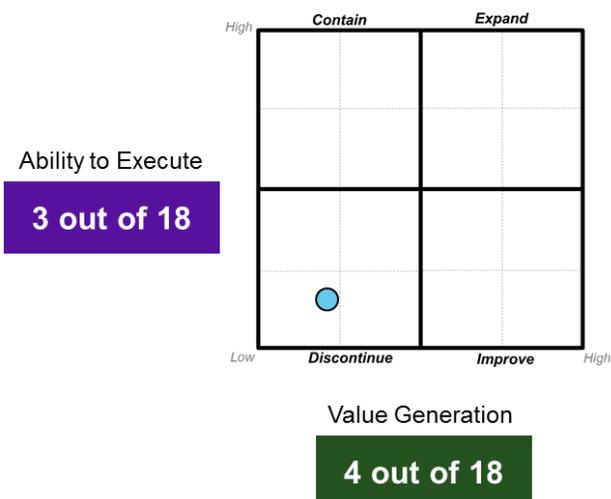
- No funding in place to pay for this service since the allocation was defunded and repurposed a couple years ago.
- Allocation was renamed and recently moved to the ESF.

- No one from the legislature/governor’s office has indicated that this service is strategic to the state.
- Gartner observes that although not all inclusive State portal implementations have been successful, many states do maintain an official website and typically strive to create a common look and feel across this website and the department/agency websites that connect with it.

Gartner Service Evaluation

Access Washington – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Clarify business owner and available funding. WaTech should not make additional investments in this service until lack of business sponsorship and funding is resolved.
- Governor's office needs to make the decision on whether to fund it or to shut it down/replace it with some type of landing page or point the URL "www.wa.gov" at another State website.

▪ Risks/Roadblocks:

- Limited. When shutting down this dated website, redirect on URL eliminates risk of citizen confusion.

▪ Priority for Investments:

- Management focus on reaching resolution for shutting down the site.

▪ Bar for Success:

- Adequate communication with agencies prior to shutdown.
- OFM/Gov's Office to weigh in on final decision on path forward.
- New sponsorship/funding established or website shut down.

6. Usability Lab

The service definition for Usability Lab is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection sub-section.

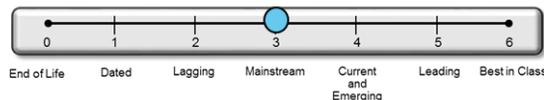
Gartner Service Evaluation

Usability Lab – Ability to Execute

9 out of 18

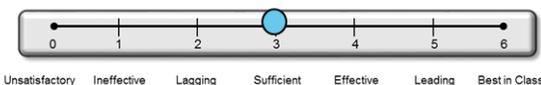
Scores

Design and Architecture



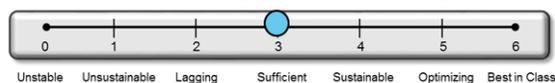
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Service consists of dedicated Usability Lab space and related usability assessment tools. Typically this type of capability would report to a high volume application development organization.
- Usability tools seemed reasonable although investments in new tools have not been made for a number of years.
- Service costs are included in allocation, so use is “free” to ESF agencies.

- Well laid out, professional facility with different types of devices to perform application and usability testing.
- Limited marketing and demand generation activities.
- Limited staff support included in service offering, although UX and Accessibility service can provide supplementary services at an hourly cost.

- WaTech only includes minimal staff support to manage scheduling and ensure equipment is functioning. Additional consulting, facilitation or support must be purchased separately at an hourly rate (part of a different service) though the labor associated with those services is currently covered under this service’s allocation (percentage of the ESF allocation).
- Funding provided via the ESF allocation is only sufficient to maintain existing toolsets.

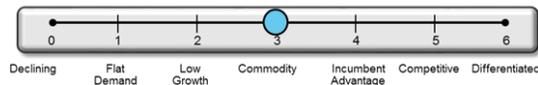
Gartner Service Evaluation

Usability Lab – Value Generation

7 out of 18

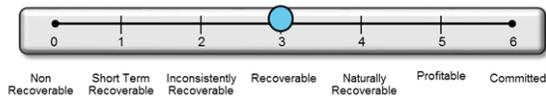
Scores

Customer Value



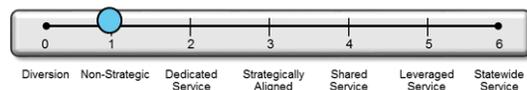
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Utilization historically has been at most 30%. This is a low utilization rate for a “free service”.
- In general, there are a limited number of agencies performing high volume custom development work which would call for high end usability testing.

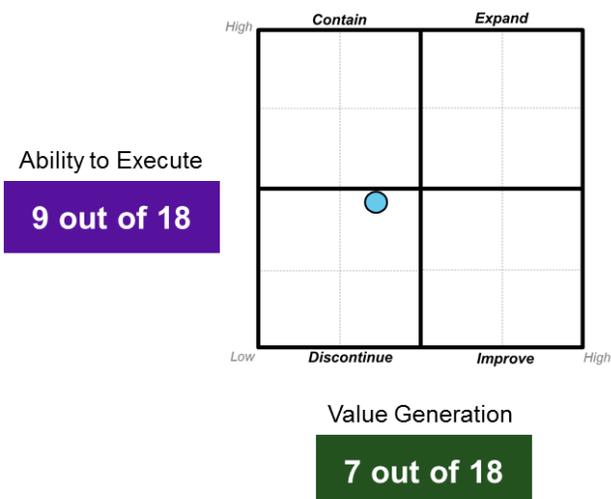
- Service is paid for via an allocation that covers existing expenses and some minimal upgrade of existing toolsets. This cost is over \$500k annually.

- As WaTech is primarily an infrastructure provider (by RCW) and legacy application support provider (by organizational realignment), a dedicated usability lab is not well aligned to most current offerings.
- It is a legacy of a broader WaTech vision (created during heavy web portal project development), tied to a physical asset at 1500 Washington, and no longer seems to be strategic.

Gartner Service Evaluation

Usability Lab – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Assess alternative uses for Usability Lab space.
- Determine whether service should be right sized and reimaged as a feature of some type of unified agile application development and maintenance offering to be offered in the future (likely eliminate the physical space but continue funding some staff and tools). It could also be fully discontinued at little cost.
- Plan shutdown of service.

▪ Risks/Roadblocks:

- Minimize impact to ongoing and scheduled projects (meet current commitments and plan phased end to service).

▪ Priority for Investments:

- Communication to customers on adjusted direction.

▪ Bar for Success:

- Shut down service with no impact to customers.

7. BPaaS (ServiceNow Dev)

The service definition for BPaaS (ServiceNow Dev) is provided in the Current State Inventory section of this report under the Web, Video, and BI subsection.

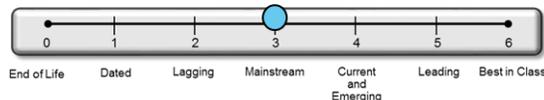
Gartner Service Evaluation

BPaaS (ServiceNow Dev) – Ability to Execute

6 out of 18

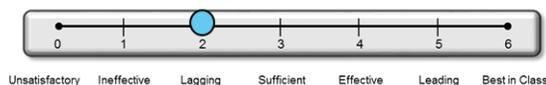
Scores

Design and Architecture



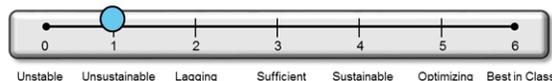
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



1 – Unsustainable: lacking staffing or funding to replace failing or out of date components; dependent on specific individuals for critical, hard to find skills or institutional knowledge

Details

- Pilot initiative to provide rapid application development to automate simple business processes (app dev that doesn't encompass complex integration).
- Service envisions WaTech developing simple applications on cloud based application platforms (initially on Service Now).
- Service is built around a subscription price for ongoing support. Long-term success depends on agencies willingness to sign up for ongoing support subscription, and degree to which the simple apps can meet business requirements.

- Parameters (pricing, SLAs, scope boundaries) of the service are not well defined (e.g., roles and responsibilities, scope control, impact of changes on support subscription pricing, etc.).
- Service is still in experimental stage (1 project executed and 2-3 projects in pipeline) making it difficult to judge effectiveness and repeatability.

- Service is highly dependent on 2 key individuals and may not be viable were they to leave or be redeployed. Limited recruitment/training pipeline.
- Not staffed to effectively support a portfolio of small one-off unintegrated applications.

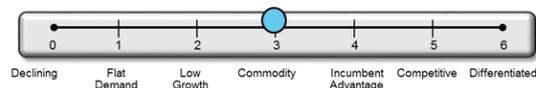
Gartner Service Evaluation

BPaaS (ServiceNow Dev) – Value Generation

6 out of 18

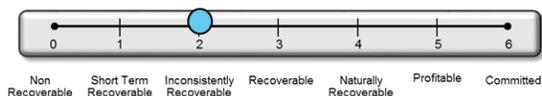
Scores

Customer Value



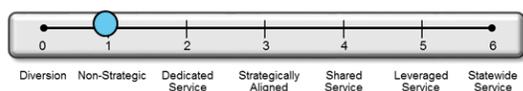
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

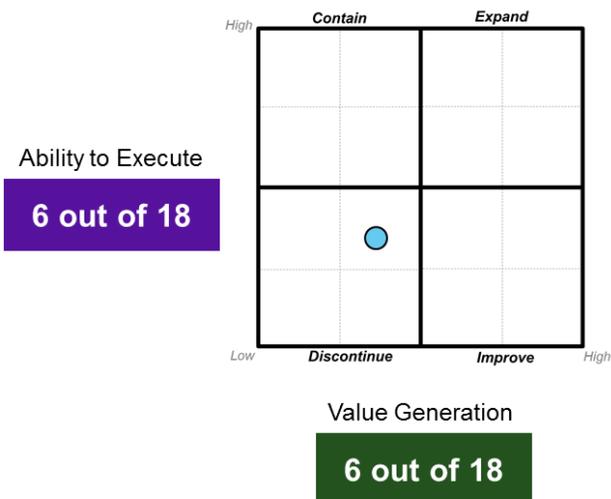
Details

- Potential customers viewed service as boutique WaTech offering that must compete against other vendors for state agency demand, and is a simplistic offering that only meets the most basic of application requirements.
- Positive feedback from first customer highlighting skills of key staff as well as ability of a small team to quickly deliver a working system through an iterative development process.
- \$170/hour considered reasonable given skills provided and outcome, and the ability of WaTech to leverage high productivity cloud tools from within the State's security and procurement envelope seen as advantageous.
- Very limited customer demand for this service. Limited backlog of service requests from customers (\$227,176 revenue committed in FY19).
- Initial project/pipeline small with long sell cycles, unless this changes, keeping resources busy and growing a team may be problematic.
- Current experimental services were not consistently recoverable due to start up and learning costs which were absorbed by other services.
- At present, hard to understand how this service is aligned to WaTech's services strategy.
- A broader WaTech strategy to develop small scale app dev & support around standardized web and cloud scale platforms does not have buy in or general agreement from agencies that this should be a priority.

Gartner Service Evaluation

BPaaS (ServiceNow Dev) – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Evaluate impact of shutting down this service on existing set of clients.

- **Risks/Roadblocks:**

- Minimize impact to ongoing and scheduled projects (meet current commitments and planned phased end to service).

- **Priority for Investments:**

- Communication to customers on adjusted direction.

- **Bar for Success:**

- Shut down service with no impact to customers.

8. ESF – Finance

The service definition for ESF – Finance is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

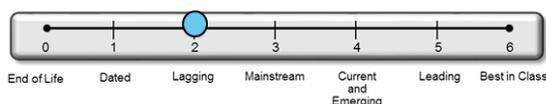
Gartner Service Evaluation

ESF – Finance – Ability to Execute

8 out of 18

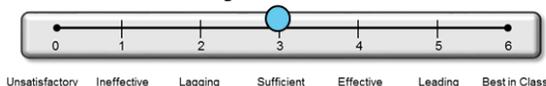
Scores

Design and Architecture



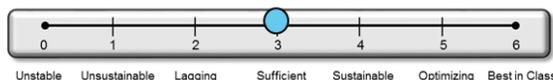
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Portfolio of 15 applications consists of mainframe and custom .NET applications.
- Majority of current functionality will likely be replaced by One Washington.
- Continue to invest in improvements across the portfolio (e.g., automating table load).

- Delivery teams (including development and hardware and application support) span across many teams.
- Incidents and unplanned work has decreased year over year (WaTech is now meeting performance targets).
- 70% of time spent on support versus 30% for development (ESF-wide).

- Funding is blended across multiple portfolios so difficult to ascertain level of available funding by portfolio.
- Staffing includes 8 developers/testers (plus additional shared resources).

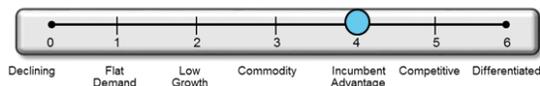
Gartner Service Evaluation

ESF – Finance – Value Generation

11 out of 18

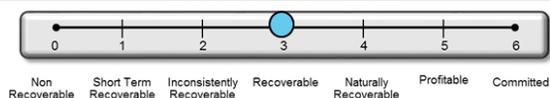
Scores

Customer Value



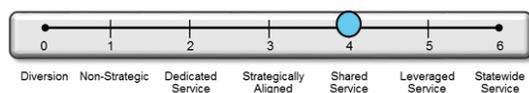
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Business owner (OFM) does not have an agency IT group, WaTech is the IT department for OFM at this time, and therefore the incumbent provider.
- OFM has expressed concern over use of enterprise systems resources in delivery of other FFS projects and the impact on their portfolios (introduces risk and extends project timelines).

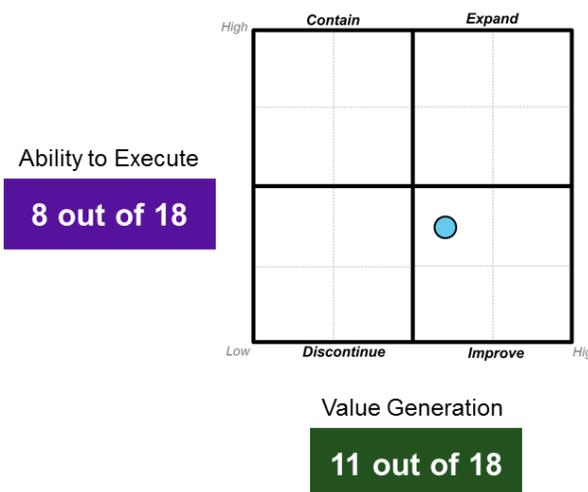
- Paid for by the enterprise systems fee. Sufficient funding is available to complete some needed upgrades.
- Recently moved into new cost code structure making it difficult to identify long term trends and all associated costs.
- WaTech works with business owner to prioritize all changes across all portfolios remaining within available budget.

- Agency line of business application development and support service.
- Statewide Vendor Payment group is a Business Process Outsourcing statewide finance shared service.
- One Washington will replace much of the functionality in existing portfolio, ultimately the long term strategic value depends on alignment to One Washington (either One Washington program comes under WaTech, or WaTech divests the application development and support business).

Gartner Service Evaluation

ESF – Finance – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Tactical Next Steps: Minimize further customization and further investment in anticipation of One Washington. Assess opportunity to realign resources under streamlined management structure in order in order to better align with customer objectives.
- Strategic Next Steps: Merge this application development and support team under One Washington. Ultimately this could be a future investment area for WaTech (if One Washington were to come under WaTech as a critical service) otherwise ultimately WaTech should look to discontinue the service by having it off and giving it to OFM to manage.

▪ Risks/Roadblocks:

- One Washington fit gap of functional requirements incomplete, unclear what functionality will remain. This introduces risk of making large investments in a service that's going to be replaced or rework depending on what functionality is replaced when.
- Highly specialized custom integration.
- Given the long timeframe to get to One Washington, risk of needing a hardware refresh and/or migrating to the private cloud.

▪ Priority for Investments:

- Tactical: Realign staffing in order to maximize customer value.
- Strategic: Work closely with OFM to identify ways to get more involved supporting One Washington.

▪ Bar for Success:

- Maintain consistent performance through One Washington transition, and identify opportunities to engage on the One Washington team to ensure state's successful planning and execution of migration away from replaced legacy applications.

9. ESF – HR/Payroll

The service definition for ESF – HR/Payroll is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

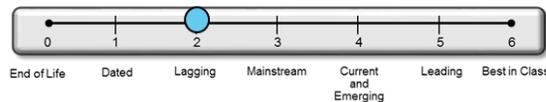
Gartner Service Evaluation

ESF – HR/Payroll – Ability to Execute

8 out of 18

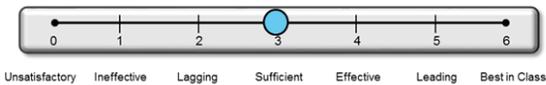
Scores

Design and Architecture



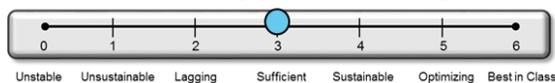
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Portfolio of 28 apps (includes SAP HRMS plus .NET custom apps).
- HRMS includes heavily customized integration to systems such as AFRS but still able to complete major HR system changes required for new laws (e.g., job classifications, new shared leave, insurance, etc.).
- HRMS QA system to Quincy (foundation for establishing DR)
- Majority of current functionality will likely be replaced by One Washington (Budget/HR are in phase 2 about 4 years out).

- Legacy versions with many customizations makes it difficult to maintain.
- Incidents and unplanned work has decreased year over year (WaTech is now meeting performance targets).
- 70% of time spent on support versus 30% for development (ESF-wide).

- Funding is blended across multiple portfolios so difficult to ascertain level of available funding by portfolio.
- HRMS alone includes a staff of 18 developers/testers (plus additional shared resources). Additional 10 developers/testers support statewide HR applications.

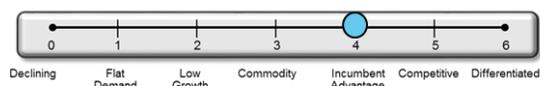
Gartner Service Evaluation

ESF – HR/Payroll – Value Generation

11 out of 18

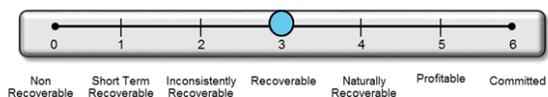
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Business owner (OFM) does not have an agency IT group, WaTech is the IT department for OFM at this time, and therefore the incumbent provider.
- OFM has expressed concern over use of enterprise systems resources in delivery of other FFS projects and the impact on their portfolios (introduces risk and extends project timelines).

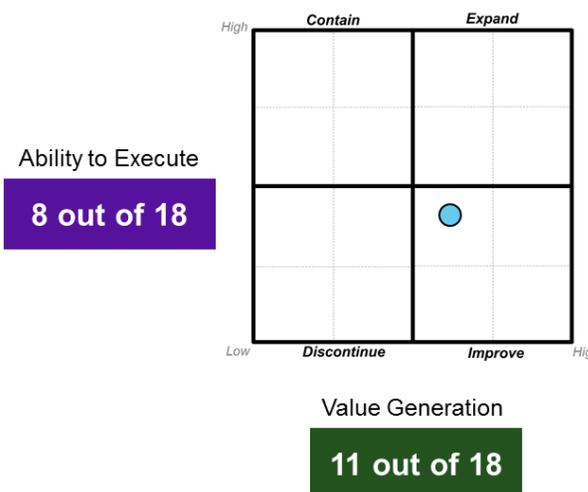
- Paid for by the enterprise systems fee. Sufficient funding is available to complete some needed upgrades.
- Recently moved into new cost code structure making it difficult to identify long term trends and all associated costs.
- WaTech works with business owner to prioritize all changes across all portfolios remaining within available budget.

- Agency line of business application development and support service.
- Payroll processing is a Business Process Outsourcing statewide shared HR service.
- One Washington will replace much of the functionality in existing portfolio, ultimately the long term strategic value depends on alignment to One Washington (either One Washington program comes under WaTech, or WaTech divests the application development and support business).

Gartner Service Evaluation

ESF – HR/Payroll – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Tactical Next Steps: Minimize further customization and further investment in anticipation of One Washington. Assess opportunity to realign resources under streamlined management structure in order in order to better align with customer objectives.
- Strategic Next Steps: Merge this application development and support team under One Washington. Ultimately this could be a future investment area for WaTech (if One Washington were to come under WaTech as a critical service) otherwise ultimately WaTech should look to discontinue the service by having it off and giving it to OFM to manage.

▪ Risks/Roadblocks:

- One Washington fit gap of functional requirements incomplete, unclear what functionality will remain. This introduces risk of making large investments in a service that's going to be replaced or rework depending on what functionality is replaced when.
- Highly specialized custom integration.
- Given the long timeframe to get to One Washington, risk of needing a hardware refresh and/or migrating to the private cloud.

▪ Priority for Investments:

- Tactical: Realign staffing in order to maximize customer value.
- Strategic: Work closely with OFM to identify ways to get more involved supporting One Washington.

▪ Bar for Success:

- Maintain consistent performance through One Washington transition, and identify opportunities to engage on the One Washington team to ensure state's successful planning and execution of migration away from replaced legacy applications.

10. ESF – Budget

The service definition for ESF – Budget is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

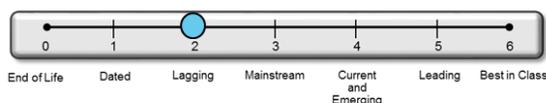
Gartner Service Evaluation

ESF – Budget – Ability to Execute

8 out of 18

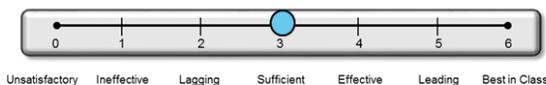
Scores

Design and Architecture



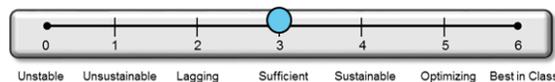
2 – Lagging: falling behind industry standards/common practices, some stability and/or sustainability issues

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Portfolio of 69 custom-built applications and Microsoft Dynamics 365 with additional customizations.
- A subset of application functionality will likely be replaced by One Washington though not all (Budget/HR are in phase 2 about 4 years out).
- Currently working through two major modernization efforts.

- Extensive customizations adds complexity to maintenance.
- Incidents and unplanned work has decreased year over year (WaTech is now meeting performance targets).
- 70% of time spent on support versus 30% for development (ESF-wide).

- Funding is blended across multiple portfolios so difficult to ascertain level of available funding by portfolio.
- Current staff of 13 developers and also additional shared resources.
- Difficult to recruit and retain staffing and expertise (high cost of staffing transitions given custom portfolio).

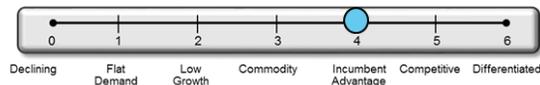
Gartner Service Evaluation

ESF – Budget – Value Generation

10 out of 18

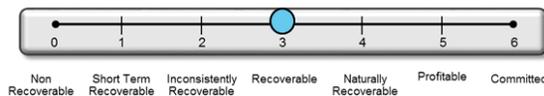
Scores

Customer Value



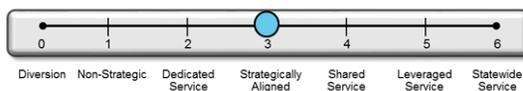
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



3 – Strategically Aligned: Not a leveraged or shared service, but closely aligned with documented and accepted State/WaTech strategic priorities

Details

- Business owner (OFM) does not have an agency IT group, WaTech is the IT department for OFM at this time, and therefore the incumbent provider.
- OFM has expressed concern over use of enterprise systems resources in delivery of other FFS projects and the impact on their portfolios (introduces risk and extends project timelines).

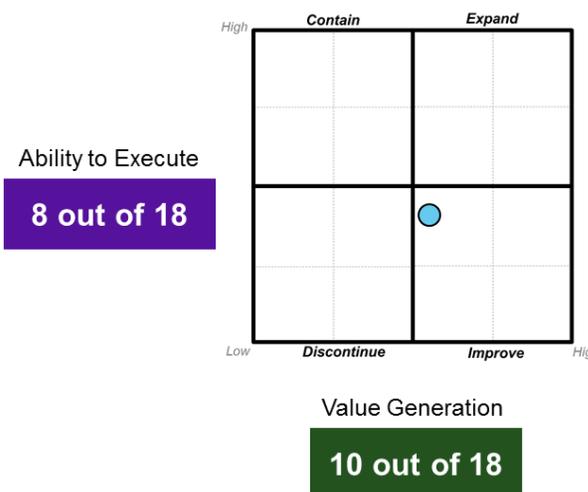
- Paid for by the enterprise systems fee. Sufficient funding is available to complete some needed upgrades.
- Recently moved into new cost code structure making it difficult to identify long term trends and all associated costs.
- WaTech works with business owner to prioritize all changes across all portfolios remaining within available budget.

- Agency line of business application development and support service (does not include BPO).
- One Washington will replace much of the functionality in existing portfolio, ultimately the long term strategic value depends on alignment to One Washington (either One Washington program comes under WaTech, or WaTech divests the application development and support business).

Gartner Service Evaluation

ESF – Budget – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Tactical Next Steps: Minimize further customization and further investment in anticipation of One Washington. Assess opportunity to realign resources under streamlined management structure in order in order to better align with customer objectives.
- Strategic Next Steps: Merge this application development and support team under One Washington. Ultimately this could be a future investment area for WaTech (if One Washington were to come under WaTech as a critical service) otherwise ultimately WaTech should look to discontinue the service by having it off and giving it to OFM to manage.

- **Risks/Roadblocks:**

- One Washington fit gap of functional requirements incomplete, unclear what functionality will remain. This introduces risk of making large investments in a service that's going to be replaced or rework depending on what functionality is replaced when.
- Highly specialized custom integration.
- Given the long timeframe to get to One Washington, risk of needing a hardware refresh and/or migrating to the private cloud.

- **Priority for Investments:**

- Tactical: Realign staffing in order to maximize customer value.
- Strategic: Work closely with OFM to identify ways to get more involved supporting One Washington.

- **Bar for Success:**

- Maintain consistent performance through One Washington transition, and identify opportunities to engage on the One Washington team to ensure state's successful planning and execution of migration away from replaced legacy applications.

11. ESF – Enterprise Reporting

The service definition for ESF – Enterprise Reporting is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

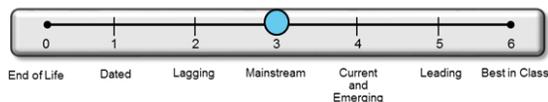
Gartner Service Evaluation

ESF – Enterprise Reporting – Ability to Execute

9 out of 18

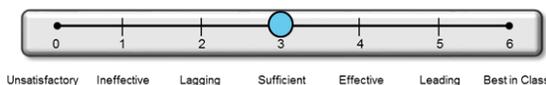
Scores

Design and Architecture



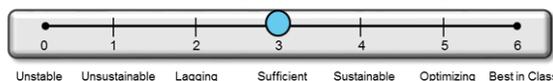
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Using a variety of tools, including SAP reporting and dashboards.
- Querying and integrated with multiple data sources, such as AFRS, to create comprehensive data warehousing.
- Starting to utilize Power BI tools.

- Established standardized reporting and dashboard techniques using tools embedded within SAP, and other tools.

- Large team of about 25 staff funded by the ESF allocation.
- Team has sufficient availability to provide integration expertise to the One Washington project team.

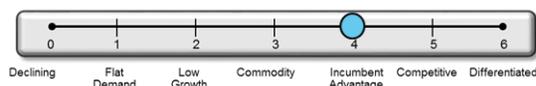
Gartner Service Evaluation

ESF – Enterprise Reporting – Value Generation

11 out of 18

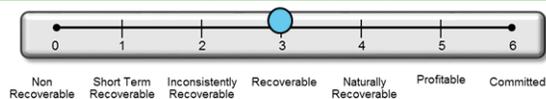
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



4 – Shared Service: A strategically aligned service which has a common set of requirements which allow it to be delivered centrally with economies of scale

Details

- Business owner (OFM) does not have an agency IT group, WaTech is the IT department for OFM at this time, and therefore the incumbent provider.
- OFM has expressed concern over use of enterprise systems resources in delivery of other FFS projects and the impact on their portfolios (introduces risk and extends project timelines).

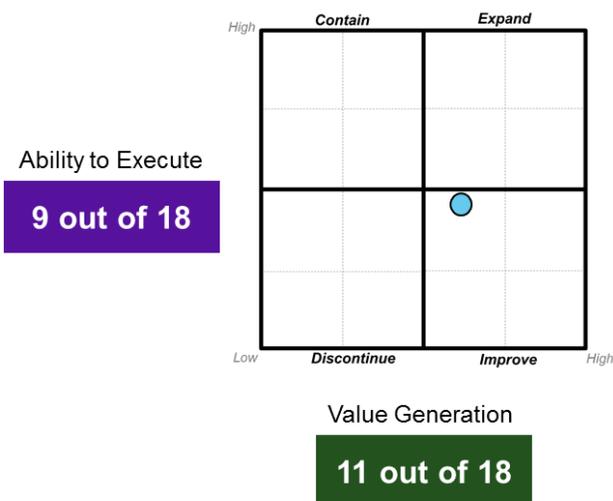
- Paid for by the enterprise systems fee.
- Recently moved into new cost code structure making it difficult to identify long term trends and all associated costs.
- WaTech works with business owner to prioritize report development, support of One Washington project, and other activities within the ER team.

- Enterprise reporting is provided statewide.
- One Washington will replace much of the functionality in existing portfolio and enterprise reporting tools will need to be modernized as a part of that project, ultimately the long term strategic value depends on alignment to One Washington (either One Washington program comes under WaTech, or WaTech divests the application development and support business).

Gartner Service Evaluation

ESF – Enterprise Reporting – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Stay in alignment with One Washington project.
- Once One Washington platform is chosen will need to conduct an analysis to identify how reporting tools will be impacted.

- **Risks/Roadblocks:**

- Transition to One Washington that doesn't impact OFM and Governor's Office access to critical information required in operations.

- **Priority for Investments:**

- Plan for ensuring infrastructure and software remains supportable until replaced by One Washington (e.g., migration to private cloud).

- **Bar for Success:**

- Customer satisfaction and maintaining a stable platform.

12. Gov's Apps (OFM Enterprise)

The service definition for Governor's Applications Support provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

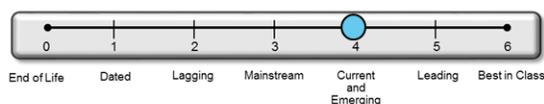
Gartner Service Evaluation

Gov's Apps Support SLA (OFM Enterprise) – Ability to Execute

10 out of 18

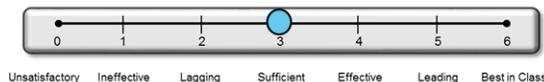
Scores

Design and Architecture



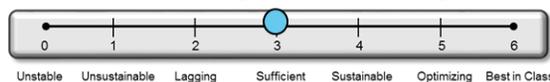
4 – Current and Emerging: aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- This service covers WaTech application development and support services for a small portfolio of Governor's Office applications (previously included website support which has been folded under a standardized web hosting service).
- Mix of COTS and custom developed apps both SaaS and on premise (Microsoft Dynamics 365, Intranet Quorum SaaS, custom web forms, QuickBase case management).

- About 80% of focus is on applications support and 20% on development.
- Business owner prioritizes WaTech's work on specific changes that are most needed.

- 1 dedicated developer supporting a handful of largely commercial off-the-shelf (COTS) applications under this SLA full time.

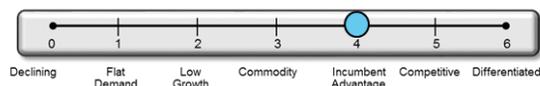
Gartner Service Evaluation

Gov's Apps Support SLA (OFM Enterprise) – Value Generation

9 out of 18

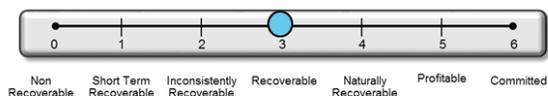
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

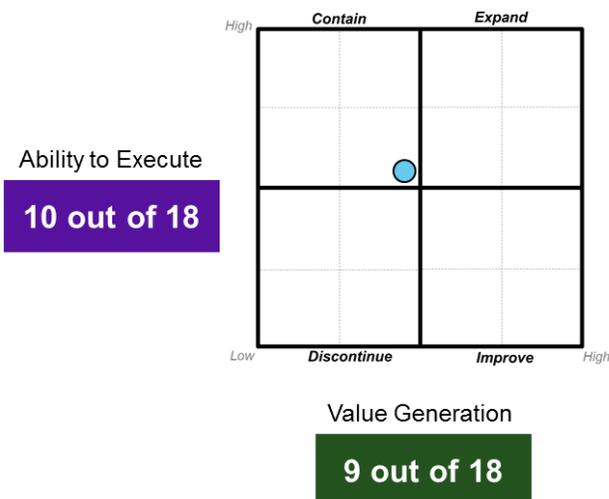
Details

- Customer does not have an agency IT group, WaTech is the IT department for the Gov's Office at this time, and therefore the incumbent provider.
- SLA has been structured so that WaTech is able to provide the service in a cost recoverable way – the business owner prioritizes changes in line with business need.
- This SLA-based service is a dedicated service that is provided only to the Governors Office due to the fact that WaTech is currently acting as the Governor's Office IT group.
- Service historically included website support but that was recently standardized under the Web Platform/Design shared service leaving only the dedicated offering.

Gartner Service Evaluation

Gov's Apps Support SLA (OFM Enterprise) – Rating and Recommendations

Rating = **Contain**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Minimize investment in service and continue executing as agreed under the terms of the SLA.
- WaTech will need to continue supporting this service as the Governor's Office does not have an IT group, and there would be some risk in transitioning to an alternative third party provider.
- However, if WaTech transitions the ESF application portfolios to OFM, WaTech should consider transitioning this SLA-based service to OFM for management as well.

▪ Risks/Roadblocks:

- None.

▪ Priority for Investments:

- None.

▪ Bar for Success:

- Maintain sufficient level of satisfaction.

13. E-Time

The service definition for E-Time is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

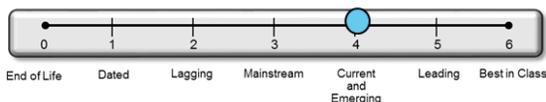
Gartner Service Evaluation

E-Time – Ability to Execute

10 out of 18

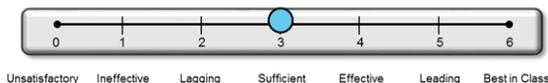
Scores

Design and Architecture



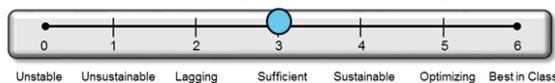
4 – **Current and Emerging:** aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



3 – **Sufficient:** standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – **Sufficient:** staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- WaTech attempted to implement mainstream SaaS solution (WorkForce) as a statewide solution but failed.
- Ecology and DOT have pressed for with agency-specific configured instances.

- Scope of WaTech involvement is limited to assisting with integration and brokering licensing.

- Sufficient for limited scope, funds are not available to expand scope to include other agencies.

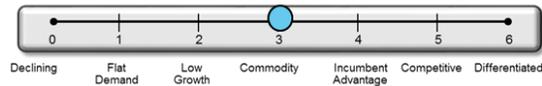
Gartner Service Evaluation

E-Time – Value Generation

8 out of 18

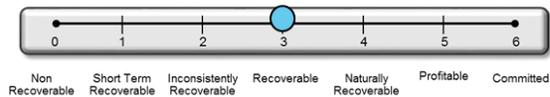
Scores

Customer Value



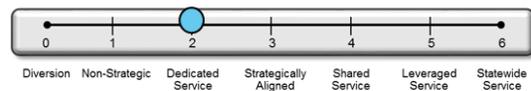
3 – Commodity: Service is perceived as a reasonable option by most customers. Some customers believe that outsourced or internally sourced options are preferable

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

Details

- Time and attendance solutions are widely available via SaaS model.

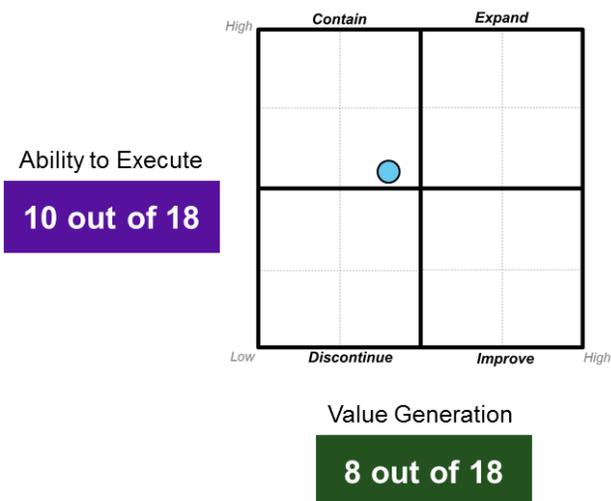
- WaTech’s role is limited to integration, licensing and vendor management. Current efforts are cost recoverable.

- Only a couple of agencies are using this time and attendance application today. (WaTech was not successful in rolling out a statewide standardized configuration).

Gartner Service Evaluation

E-Time – Rating and Recommendations

Rating = **Contain**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Continue rolling out current project and revisit evaluation at a later time to assess whether the service should be expanded more broadly.

- **Risks/Roadblocks:**

- None.

- **Priority for Investments:**

- None.

- **Bar for Success:**

- Successful delivery of the current E-Time project.

14. JINDEX

The service definition for JINDEX is provided in the Current State Inventory section of this report under the Applications Development and Support subsection.

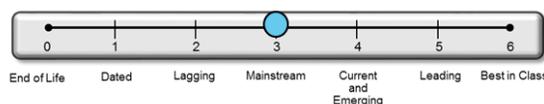
Gartner Service Evaluation

JINDEX – Ability to Execute

9 out of 18

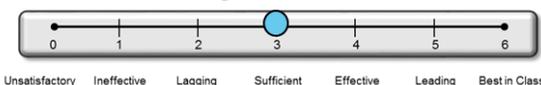
Scores

Design and Architecture



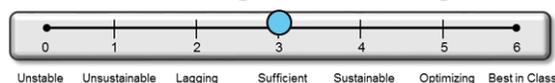
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Microsoft BizTalk B2B integration is still a relatively mainstream (though other solutions are more heavily emphasized in MS' portfolio).
- Currently hosted on lagging managed server environment (planning migration to the private cloud).

- Mature service with performance monitoring and reporting to customers.

- Sufficient staffing though limited depth – 1 program manager, with the Data BI team supporting the database.
- Program receives funding needed to maintain the current environment, and to complete minimal required refresh (funding covers staffing, licensing, hosting and DB services).

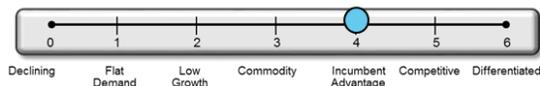
Gartner Service Evaluation

JINDEX – Value Generation

9 out of 18

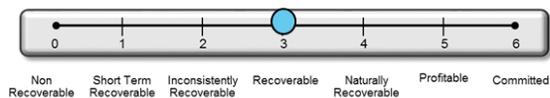
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

Details

- Agencies continue to receive this service from WaTech given historical agreements.

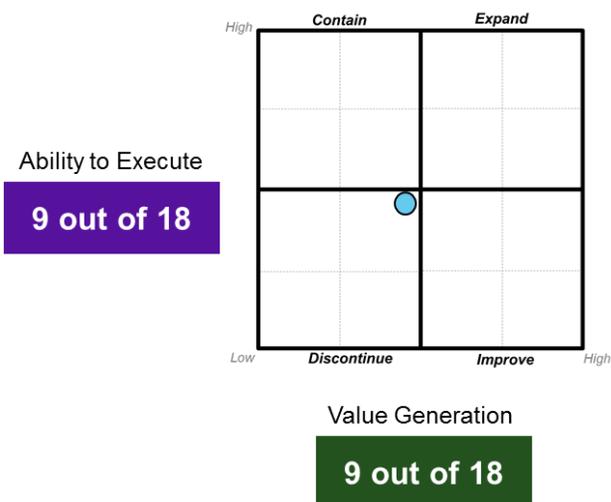
- Service has been historically recoverable.

- Only small subset of state agencies (AOC, WSP, DOL, DOT) benefit from delivery of this service, along with various local government entities.

Gartner Service Evaluation

JINDEX – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Work with key stakeholders to develop a plan for handing off management responsibility, as agency management (likely WSP management) of this dedicated service would be a better alignment of resources.

- **Risks/Roadblocks:**

- Another agency may not want to take on management responsibility.

- **Priority for Investments:**

- Developing migration responsibilities to key business stakeholder(s).

- **Bar for Success:**

- Collaborate with customers to define a time-phased migration plan for handing off responsibility for service delivery to another agency or another provider.

IT Programs Analysis and Recommendations

This section includes the following services:

1. OCIO Oversight
2. OCIO Policy and EA
3. Open Data
4. TBM Program
5. 800 MHz
6. OneNet
7. Geospatial Governance
8. Geospatial Portal and Imagery Data
9. WAMAS
10. Video Production Services

1. OCIO Oversight

The service definition for OCIO Oversight is provided in the Current State Inventory section of this report under the OCIO subsection.

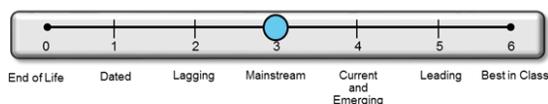
Gartner Service Evaluation

OCIO Oversight – Ability to Execute

8 out of 18

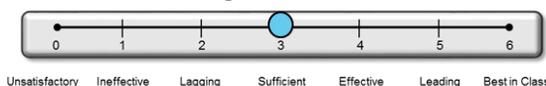
Scores

Design and Architecture



3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- OCIO defines methods to determine major projects, investment planning/templates used for approving major projects and conducting oversight activities for major projects.
- This is a standard scope of responsibility within state OCIO shops.
- OCIO maintains and administers a IT Project Dashboard to track project status across all projects currently under oversight.
- Briefings are provided to the Technology Services Board, Legislature and other projects.
- Staffing for project oversight engagements are limited (5 FTE), with most staff in charge of numerous ongoing projects at a time (57 projects as of April 2018).
- Each project only receives about eight hours of oversight support per month.

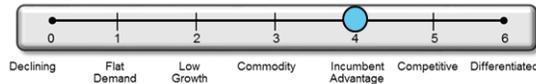
Gartner Service Evaluation

OCIO Oversight – Value Generation

16 out of 18

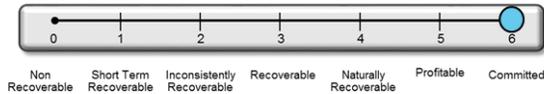
Scores

Customer Value



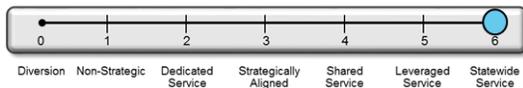
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Many customers perceive current project oversight services to be ineffective and overly burdensome.
- Oversight staff lack familiarity with agency business models and provide limited value (compliance/ check the box oversight).
- Some projects that are routine are included under scope of OCIO oversight.

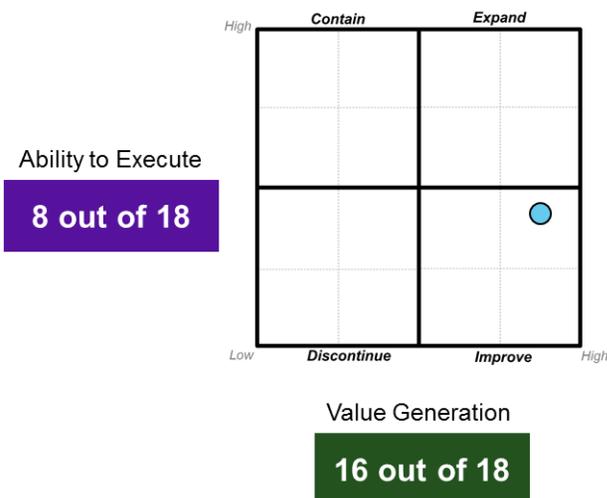
- Funding for OCIO is appropriated by and billed to participating agencies via an allocation (covers three offices, the Office of the CIO, the Privacy Office, and the Office of Government Affairs and Policy).
- Funding for OCIO is allocated based on agency IT FTE counts.

- OCIO is required to approve and monitor all major IT Projects occurring in any executive branch agency or institution (RCW 43.105.245 and RCW 43.105.255), and must also provide web-based transparency into the documents that support approval and oversight of these projects (3ESSB 5034; Section 944).

Gartner Service Evaluation

OCIO Oversight – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Perform evaluation of existing workload across current and projected projects to determine appropriate staffing levels and skillsets.
- Work with customers to refine methodology and processes for project oversight initiatives.
- Consider establishing an independent oversight budget as a percentage of project cost.

▪ Risks/Roadblocks:

- Ability to secure additional funding.

▪ Priority for Investments:

- Expand team to match any funding allocation increase.

▪ Bar for Success:

- Improve customer engagement/satisfaction with incremental improvements to processes over time.
- Submit roadmap for evolution of the service over time, to include securing additional funding and staffing.

2. OCIO Policy and EA

The service definition for OCIO Policy and EA is provided in the Current State Inventory section of this report under the OCIO subsection.

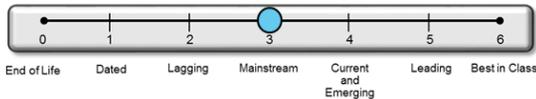
Gartner Service Evaluation

OCIO Policy and EA – Ability to Execute

8 out of 18

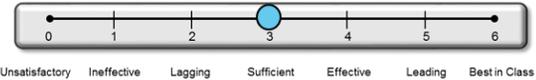
Scores

Design and Architecture



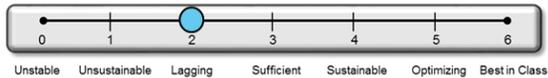
3 – **Mainstream:** aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – **Sufficient:** standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – **Lagging:** lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- OCIO is responsible for developing and maintaining statewide technology policy and standards, and EA (done with support of agency populated workgroups).
 - Develop and monitor formal and informal governance processes supporting policy/standard implementation and overall EA program.
 - Provide communications about policy/standards and related.
 - Manage and track waiver requests and dispositions, administrative/financial system requests and their dispositions.
 - Act as a resource to state agencies on policy interpretations and architectural alignment.
- OCIO measures and reports on KPIs associated with IT policies and standards in current status or over sunset review date.
 - Policy making and architecture development process is slow and unpredictable (agencies provided feedback that policies are often too vague or too specific).
- Staffing for OCIO policy/Architecture is limited (2 FTE).
 - IT Policy unit is overly dependent on WaTech IT experts for policy specifics and recommendations.
 - OCIO does not engage other agencies consistently during policy generation and review.

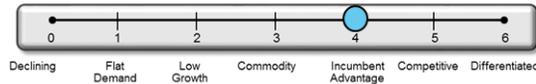
Gartner Service Evaluation

OCIO Policy and EA – Value Generation

16 out of 18

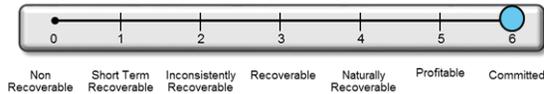
Scores

Customer Value



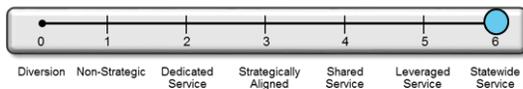
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Customers stated that enforceable Statewide IT policies and forward looking EA are necessary and that the State CIO/OCIO is the correct body to promulgate and enforce them.
- Many customers stated the OCIO policymaking process lacks transparency, can be too vague and generally fails to build consensus among agencies before enacting policies.
- Many customers expressed the perception that much of OCIO policymaking seems to operate as a mechanism to drive adoption of WaTech Solutions and questioned viability of this function being housed in WaTech.

- Funding for the OCIO is appropriated by the legislature and billed to participating agencies via an allocation (based on IT FTEs).

- OCIO authority for policy generation, strategic planning and enterprise architecture is established through statute.

3. Open Data

The service definition for Open Data is provided in the Current State Inventory section of this report under the OCIO subsection.

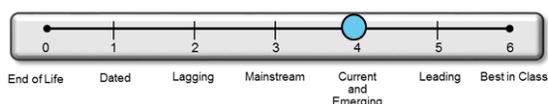
Gartner Service Evaluation

Open Data – Ability to Execute

10 out of 18

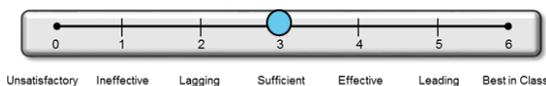
Scores

Design and Architecture



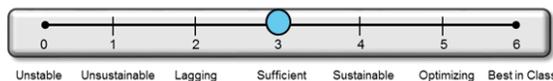
4 – Current and Emerging: aligns with current industry practices/trends, stable and sustainable

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- The Open Data initiative is led by the Office of Privacy and anchored by a Community of Practice that meets on a quarterly basis.
- The website data.wa.gov, using an industry leading SaaS tool called Socrata, serves as a general purpose open data portal for the State of Washington.

- Socrata is a recognized market leader in SaaS government Open Data Management platforms.
- Tracks and reports on basic open data compliance and progress metrics as mandated by the legislature.

- The Open Data initiative is run by the state's Chief Privacy Officer.
- Funding for the Socrata software is used to deliver programs under the OCIO appropriation, the funding is covered under the Enterprise Systems fee allocation, rather than the OCIO allocation.

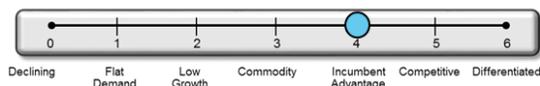
Gartner Service Evaluation

Open Data – Value Generation

16 out of 18

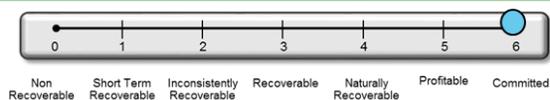
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



6 – Committed: State is bound to subsidizing delivery due to previous investments, transitioning away from the service would be more costly (agency non-adoption incurs extra cost to the state)

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- There was no negative customer feedback provided for this service.
- Agencies are mandated to participate.

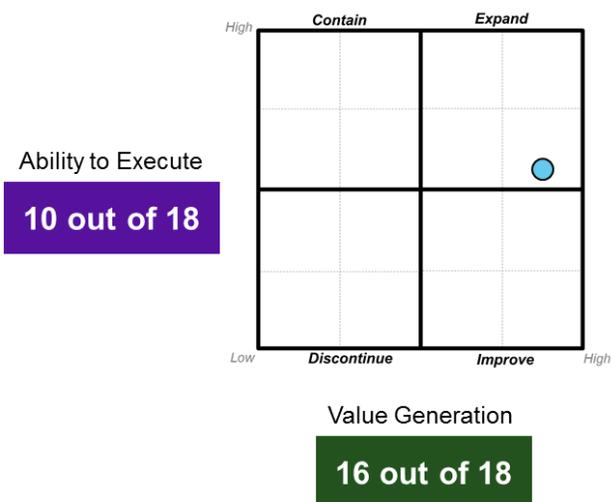
- Funding for the OCIO is appropriated by the legislature and billed to participating agencies via an allocation (based on IT FTEs).

- A 1996 statute mandated open data.
- OCIO Policy 187 requires agencies to have an open data plan.

Gartner Service Evaluation

Open Data – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Continue to expand agency participation in this critical initiative that enhances open government and accountability.

- **Risks/Roadblocks:**

- Continued funding from the legislature.

- **Priority for Investments:**

- None noted.

- **Bar for Success:**

- Achieve the goals outlined in the RCW and seek recognition from open government advocates.

4. TBM Program

The service definition for TBM Program is provided in the Current State Inventory section of this report under the OCIO subsection.

Gartner Service Evaluation

Technology Business Mgmt Program – Ability to Execute

9 out of 18

Scores

Design and Architecture



0 1 2 3 4 5 6
End of Life Dated Lagging Mainstream Current and Emerging Leading Best in Class

4 – Current and Emerging: aligns with current industry practices/trends, stable and sustainable

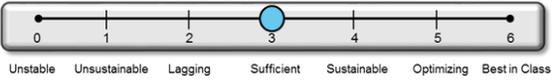
Delivery Effectiveness



0 1 2 3 4 5 6
Unsatisfactory Ineffective Lagging Sufficient Effective Leading Best in Class

2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



0 1 2 3 4 5 6
Unstable Unsustainable Lagging Sufficient Sustainable Optimizing Best in Class

3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Apptio is an industry leading IT cost management/reporting tool.
- The implementation of Apptio for the Enterprise TBM program is largely limited to a mapping between AFRS and the standard Apptio towers.
- The Apptio application is also used by WaTech to provide detail to help increase transparency so customers better understand service billing.

- The TBM program provides OFM and Legislative Staff with an additional lens through which to compare IT spending across agencies. It does not appear that the original vision of making direct comparisons and benchmarking- internally and externally has been achieved.
- TBM is being used as a proxy for application and project portfolio management, however it is not an effective substitute.

- There is currently two FTEs assigned to this service.
- The software costs are funded out the ESF (8310).
- The Agency compliance costs are an unfunded mandate on each Agency
- The TBM program currently consumes at least \$1.2M in good/services and labor costs per year. When Agency compliance costs are factored in the actual cost may be 3-4X this cost.

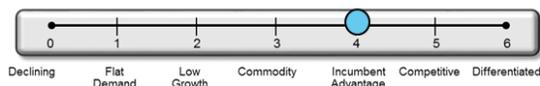
Gartner Service Evaluation

Technology Business Mgmt Program – Value Generation

13 out of 18

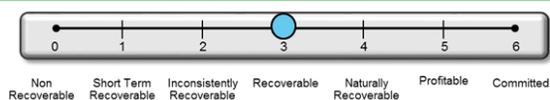
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



6 – Statewide Service: mandated as an essential service

Details

- Some Agencies provided feedback that the TBM program does not provide value to them directly and in fact is a source of additional work that has to be staffed.
- It is unclear how effective the use of Apptio has actually been in increasing the transparency of IT spending to elected officials or in enabling them to make more informed funding decisions.

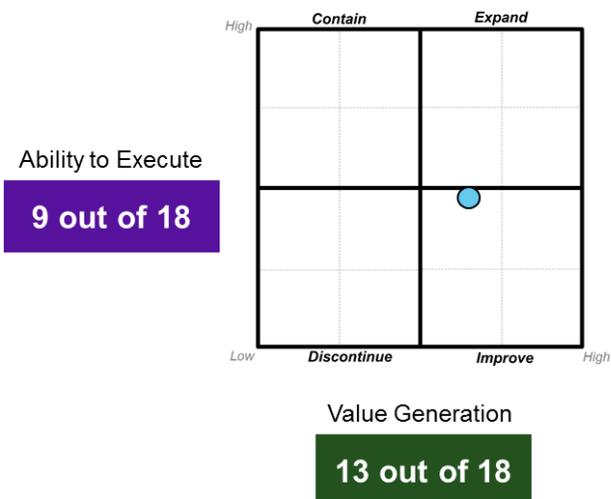
- The direct costs associated with the TBM program are fully recovered through a combination of ESF and OCIO allocations.
- Because none of these costs are separately itemized in the allocations and there are two different allocations, the total cost of this program is likely not readily visible to key stakeholders.

- Use of Apptio to provide comparability and consistency of IT spend categorization across Agencies was requested by the legislature.
- Legislative staff were not consulted during the review process.

Gartner Service Evaluation

Technology Business Mgmt Program – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Confirm the business value of the TBM information to the ultimate consumers of the information (legislature, OFM, open government advocates).
- Fund and execute the next phase of the TBM roadmap in order to enable more realistic comparisons.

- **Risks/Roadblocks:**

- Complexity and expense of TBM ultimately does not provide sufficient value to justify the program.

- **Priority for Investments:**

- Improve transparency by executing current TBM roadmap before the process starts for the next biennium.

- **Bar for Success:**

- Legislature and OFM TBM business users agree that total spending on service is appropriate.

5. OneNet

The service definition for OneNet is provided in the Current State Inventory section of this report under the OCIO subsection.

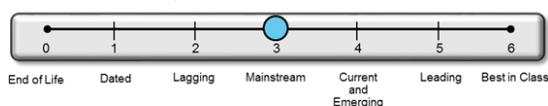
Gartner Service Evaluation

OneNet – Ability to Execute

9 out of 18

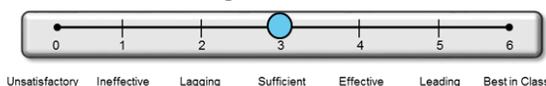
Scores

Design and Architecture



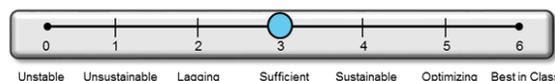
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- The Washington OneNet (WON) program coordinates with the federal FirstNet authority to plan and design state-specific elements of the nationwide public safety broadband communications network.
- FirstNet is an independent authority within the U.S. Department of Commerce.

- OCIO does not measure and report on performance measures associated with this service, however the program is funded via a financial grant from the National Telecommunication and Information Administration (NTIA).
- The program must provide detailed quarterly performance reporting to the NTIA.

- Staffing allocation is currently 1.3 FTEs, primarily focused on a Point of Contact/Program Manager role.
- The military has not yet renewed WaTech's contract, thus it's unclear if WaTech will have spending for FY18 and FY19.

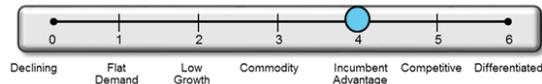
Gartner Service Evaluation

OneNet – Value Generation

9 out of 18

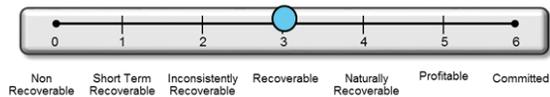
Scores

Customer Value



4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



2 – Dedicated Service: Service is specific to a small set of critical customers (or only one), and the customer(s) or the State believes that WaTech must provide the service. As no economies of scale are expected, the State/customers may be willing to pay a premium for this service

Details

- There was no customer feedback provided for this service.

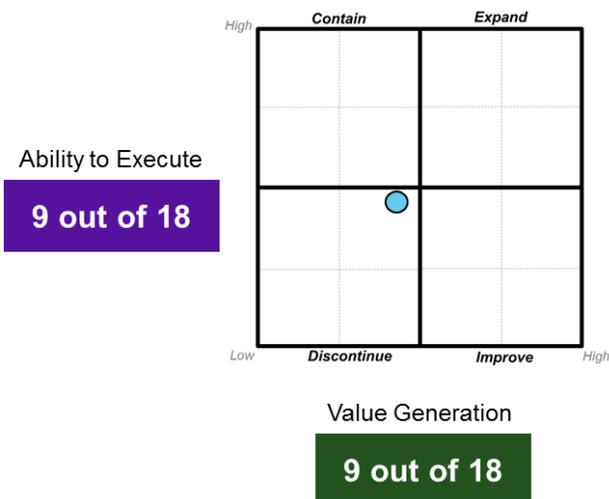
- The Governor made a decision that the state would participate in OneNet.
- Program is funded via the NTIA's State and Local Grant Implementation Program (SLIGP) 2.0, which is funded by the military.
- It is anticipated that the 20 percent grant match requirement will be met through in-kind, thus OCIO is not expected to provide any cash to meet the grant requirement.
- Customers are not billed for OneNet. There is no rate associated with this service.

- At the Governor's direction, resources are dedicated to the development of public safety wireless communication technology in Washington State. WaTech supports the business owner.
- Service is dedicated to one agency (does not align with shared delivery model). OCIO delivery of this specific service is not mandated by statute.

Gartner Service Evaluation

OneNet – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

- **Potential Next Steps:**

- Recommendation is to work with Washington Military Department to transition service with minimal impact.

- **Risks/Roadblocks:**

- Another agency may not want to take on management responsibility.

- **Priority for Investments:**

- Continuing to actively monitor and support the project as required while planning for transition.

- **Bar for Success:**

- Smooth transition will require negotiation with the Washington Military Department on timing and terms of handoff (e.g., assignment of resources, sourcing efforts, etc.).
- Collaborate with the Washington Military Department to define a time-phased migration plan for handing off responsibility for delivery.

6. Geospatial Governance

The service definition for Geospatial Governance is provided in the Current State Inventory section of this report under the GIS Location-Based Services subsection.

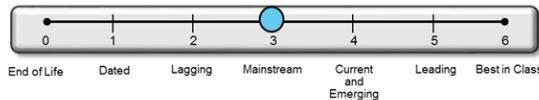
Gartner Service Evaluation

Geospatial Governance – Ability to Execute

10 out of 18

Scores

Design and Architecture



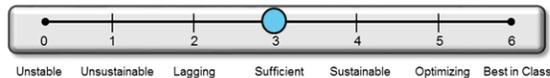
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



4 – Effective: well developed standardized processes followed, customer expectations consistently met (for responsiveness and performance), performance targets are consistently reported and meaningful to customers and includes basic process workflow

Staffing and Funding



3 – Sufficient: staffing and funding sufficient to maintain current capability level and refresh critical components before they reach end of service. Sufficient staffing such that attrition of key resources does not put service operations at risk

Details

- Multiple committees and sub-committees underpin statewide governance for geospatial data (GIT Committee and sub-committees, WAGIC).
- Leads and promotes a statewide approach to using geographic information technology.
- Executive governance bodies comprised of agency CIOs who manage geospatial resources within their agencies and across state government.

- Well established governance approach across the various committees and sub-committees with regular meetings, predefined agendas, well documented meeting notes, tracking of attendance and agreed decisions.

- Program Manager with additional part-time support, though any additional scope would require investment in additional staffing.
- Funding for WAGIC is based on a “hat in hand” approach where contribution amount is determined by each participating agency.

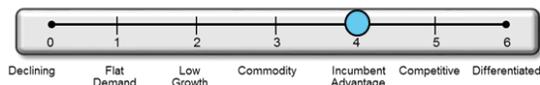
Gartner Service Evaluation

Geospatial Governance – Value Generation

12 out of 18

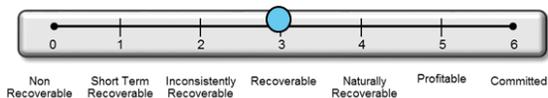
Scores

Customer Value



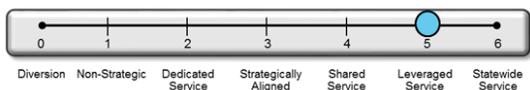
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

Details

- Viewed as improving cross-agency collaboration in solving statewide GIS problems, standardizing GIS practices and policies.
- Agencies appreciate their influence in driving statewide GIS strategies as participants on these committees.

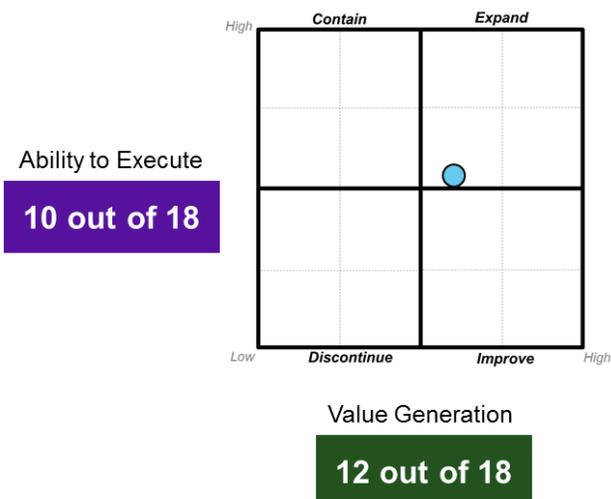
- Geospatial governance is paid for through a combination of approaches (voluntary FFS for WAGIC, appropriation for GIT Committee and sub-committees).

- Strategic enabler of more open government.

Gartner Service Evaluation

Geospatial Governance – Rating and Recommendations

Rating = **Expand**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Continue to lead a group of committed agencies and reach out to additional agencies to expand participation and interest in participating in statewide GIS governance and programs.
- Iterate chargeback method to move away from “hat in hand” approach toward a more effective way of ensuring needed budget is available.

▪ Risks/Roadblocks:

- Program Manager time limitations in working to drive additional participation among additional agencies.

▪ Priority for Investments:

- No major investments required in the near term from a governance perspective, priority investments are related to the portal.

▪ Bar for Success:

- Maintain agency support and buy in.

7. Geospatial Portal and Imagery Data

The service definition for Geospatial Portal and Imagery Data is provided in the Current State Inventory section of this report under the GIS Location-Based Services subsection.

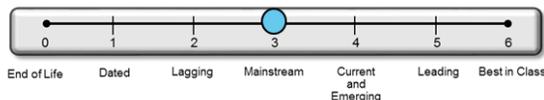
Gartner Service Evaluation

Geospatial Portal and Imagery Data – Ability to Execute

8 out of 18

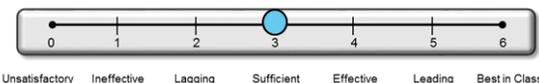
Scores

Design and Architecture



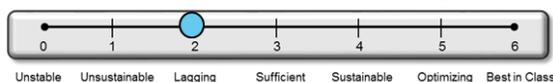
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



3 – Sufficient: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Agencies are responsible for implementing and maintaining their own GIS environments, the Geospatial Portal aggregates the data across agencies.
- Enables access to 600+ geospatial and data imagery services in one location (e.g., statewide parcels, county and city boundaries, address locations, etc.).

- Dependant on Fish & Wildlife GIS operational/technical support as a key delivery partner.
- Poor service availability, OCIO is evaluating alternative options for hosting.

- Limited resourcing and budget, funding sources are disjointed.
- Operational responsibilities are jointly supported by WaTech, OCIO and the Department of Fish & Wildlife.
- Paying for imagery data in arrears and will require additional funding to gain access to newer data.

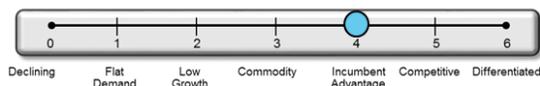
Gartner Service Evaluation

Geospatial Portal and Imagery Data – Value Generation

12 out of 18

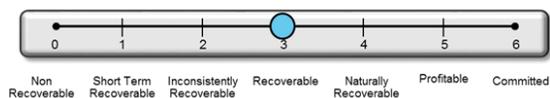
Scores

Customer Value



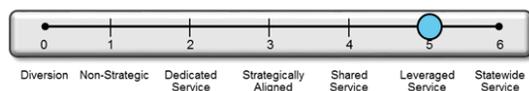
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

Details

- Agencies noted that WaTech is currently dependent on agencies for successful delivery of GIS services as the GIS expertise is at the agency level.
- Many agencies see the value in leveraging a statewide shared service (sharing and improving address information statewide).

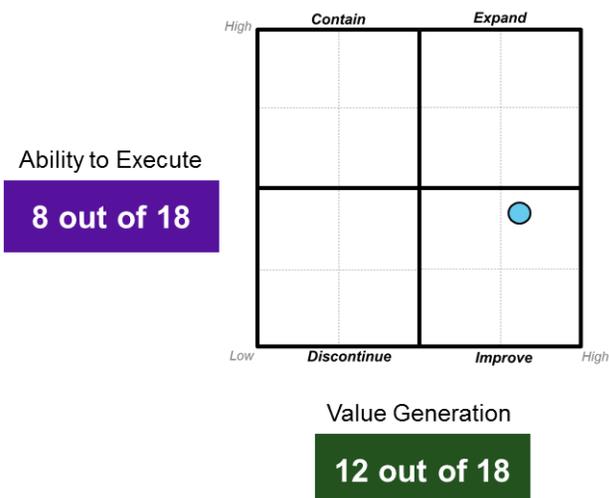
- Geospatial portal was historically voluntary but now assigned based on a usage formula.
- Geospatial portal and imagery data chargeback is disjointed with imagery data covered by SLA and imagery storage covered under an allocation.
- Imagery data that is paid through Geospatial Initiatives Custom SLAs with sliding scale with agency discretion over contribution.

- Strategic enabler of more open government.

Gartner Service Evaluation

Geospatial Portal and Imagery Data – Rating and Recommendations

Rating = **Improve**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Complete the migration to the cloud to stabilize the performance of this service (current expected completion of migration to Private Cloud slated for August 2018).
- Market and expand this service – expanded usage improves the value to all participants.
- Iterate chargeback method to move away from “hat in hand” approach toward a more effective way of ensuring needed budget is available.

▪ Risks/Roadblocks:

- Participating agencies must contribute time and technical staff, which some may not have.

▪ Priority for Investments:

- Migration to a more stable hosting environment.

▪ Bar for Success:

- Establishing service availability that meets the requirements of agencies
- Improving the accuracy of address information used as a part of critical state government services.

8. WAMAS

The service definition for WAMAS is provided in the Current State Inventory section of this report under the GIS Location-Based Services subsection.

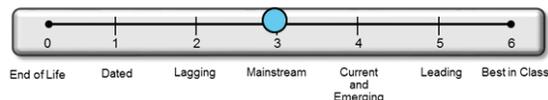
Gartner Service Evaluation

WAMAS – Ability to Execute

7 out of 18

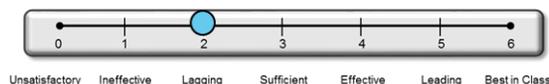
Scores

Design and Architecture



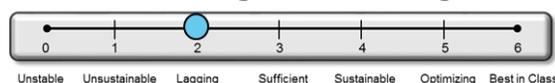
3 – Mainstream: aligns to most industry practices; still stable but may need to be refreshed

Delivery Effectiveness



2 – Lagging: unstructured/informal processes generally followed; inconsistent results versus documented customer needs, performance targets may be tracked but inconsistently reported or not meaningful to customers

Staffing and Funding



2 – Lagging: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

Details

- Shared Master Address File.
- Dedicated infrastructure consisting of 6 virtual servers, ArcGIS Server, SQL Server, Safe Software FME Server, Melissa Data (USPS) Data Quality Components, and Esri StreetMap.
- App/DB/user support is provided in-kind by agencies on an “as time allows basis”. Agencies/users must have the resources to support.

- Process in place for updating data to improve accuracy – users submit corrections for review, third party USPS data is updated monthly.
- Process in place for monitoring service usage and service performance.
- Poor service availability, OCIO is evaluating alternative options for hosting.

- Require additional funding to improve the quality of this service.

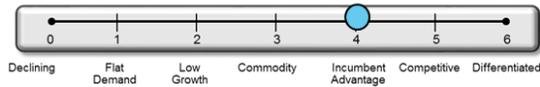
Gartner Service Evaluation

WAMAS – Value Generation

12 out of 18

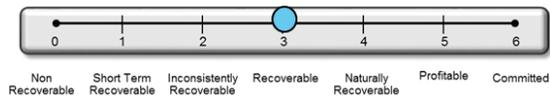
Scores

Customer Value



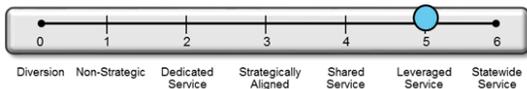
4 – Incumbent Advantage: Service is perceived as a reasonable option by most customers even though it may not meet all requirements; customers may perceive high cost, risk or effort associated with transitioning away from the service; or customers are mandated to use this service

Economic Value



3 – Recoverable: WaTech is able to demonstrate through independent (i.e., not WaTech commissioned) benchmarks that costs are in line with an “apples to apples” comparison with alternatives

Strategic Value



5 – Leveraged Service: a strategically aligned shared service which leverages a common asset or capability that agencies cannot create or sustain on their own

Details

- Many agencies noted that WaTech is currently dependent on agencies for successful delivery of GIS services as the GIS expertise is at the agency level.
- Many agencies see the value in leveraging a statewide shared service (sharing and improving address information statewide).

- Will require some additional budget to migrate and stabilize this service.

- Used in critical government processes (e.g., facilitating the census, selecting jury pools, checking addresses for medical license renewal, birth and death records, etc.).
- Critical value proposition is that it is a shared statewide service (local agencies can also opt in and receive the benefit).

9. Video Production Services

The service definition for Video Production services is provided in the Current State Inventory section of this report under the Web, Video, and BI

Sub-section.

Gartner Service Evaluation

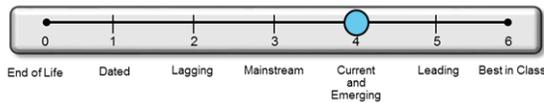
Video Production Srvcs – Ability to Execute

9 out of 18

Scores

Details

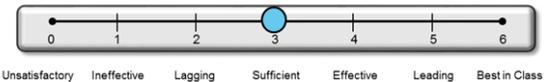
Design and Architecture



4 – **Current and Emerging**: aligns with current industry practices/trends, stable and sustainable

- Service delivery model leverages contract based video production services supervised by a State employee who acts as Executive Producer.
- Targeted sales strategy to sell film series to agencies to get economies of scale and keep costs down (also focused on B-roll and training).
- Service is strategically aligned toward the way that people want to consume content (video vs. written text).

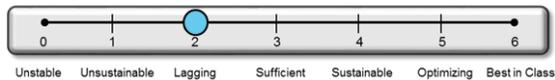
Delivery Effectiveness



3 – **Sufficient**: standardized processes defined and widely followed with results that are generally meeting customer performance requirements, performance targets consistently reported but may not be meaningful to customers

- Library of films/video's that are well produced.
- Stop/start nature of the work allows for multiple concurrent projects
- Existing stable of contract video production resources who can be on/off - boarded-off quickly as project need arise or change. Contracting process could be improved.
- Immature estimating models.

Staffing and Funding



2 – **Lagging**: lacking staffing or funding to make improvements to improve stability or address key customer needs. Limited resources with some critical capabilities reliant on 1-2 key individuals. Components refreshed only when end of life is reached

- Service is dependent upon one resource and this resource's network of "standing contractors" to perform the bulk of the actual work.
- At present there is no backup or apprentice.

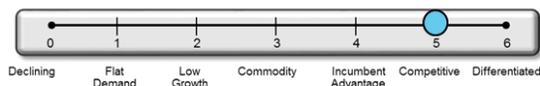
Gartner Service Evaluation

Video Production Srvcs – Value Generation

8 out of 18

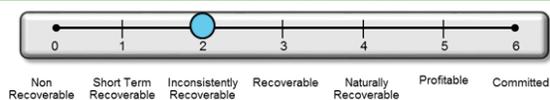
Scores

Customer Value



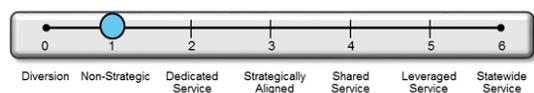
5 – Competitive: Most customers perceive this service to be about equal to internal/external alternatives and will likely choose to use it so long as service experience continues to be acceptable, contracting/onboarding is easy and cost remains competitive

Economic Value



2 – Inconsistently Recoverable: Generally recoverable but sometimes requires funding infusions to cover unexpected variation in revenue or expenses

Strategic Value



1 – Non-Strategic: Service does not align with the shared delivery model, State/WaTech strategic priorities, legislative charter, but which does not divert resources and funding away from the core mission

Details

- Clients leveraging these services have been satisfied with the quality, thoughtfulness and effectiveness of the content produced.
- There were no detractors. Clients uniformly praise the quality of the films produced. They far exceed expectations for in-house video production.
- Higher costs and relatively long production times limit this service to high impact, high visibility (usually externally facing) projects.

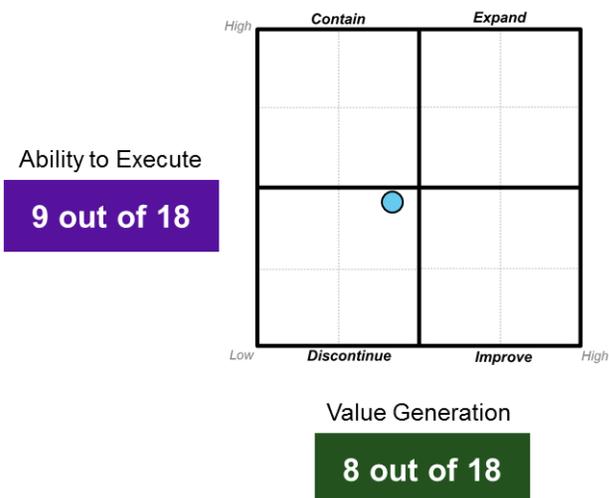
- Though customers are happy with results, volume is not yet sufficient to enable consistent profitability.
- Targeted sales strategy to sell film series to agencies to get economies of scale and keep costs down.
- Even at substantially higher costs volumes, this service will likely never be large or highly profitable. It may be difficult to scale.

- As currently configured this service does not align well with WaTech core mission of being the State's shared service provider.
- As delivered, this service is more of a professional service that does not fit well within a shared services deliver model.
- This service is not mandated. There is no dedicated funding source associated with it.

Gartner Service Evaluation

Video Production Srvcs – Rating and Recommendations

Rating = **Discontinue**



Further Considerations for Improving Service:

▪ Potential Next Steps:

- Shutdown service or find a new home for it (outside of WaTech) due to non-strategic nature and difficulties in recoverability.
- In the short term, possibly consider merging it with the Web Platform service, as there may be an alignment opportunity.

▪ Risks/Roadblocks:

- Existing projects will need to be completed.
- Some customers may question why WaTech is ending a service that is much admired.

▪ Priority for Investments:

- None.

▪ Bar for Success:

- Transition of service with no impact to customers.

